

EXECUTIVE SUMMARY

On July 10, 2002, Mayor Alan Autry established the Task Force on City Efficiencies and Revenues (the "Task Force"). The Task Force, comprised of two members of the Mayor's Council of Economic Advisors and three members of the City's Finance Department, set out to define recommendations aimed at the accomplishment of the following objectives:

- I. Maintain or improve City services, even in the face of budget cuts resulting from State-level cuts;
- II. Identify potential efficiencies in the delivery of city services; and
- III. Identify fiscally prudent revenue sources to invest in building a stronger foundation for Fresno's future.

To meet these goals, the Task Force undertook the following concurrent activities:

- Benchmarking of Fresno's revenues and expenditures verses those of comparable California cities;
- Identification of "Best Practices" in the best-managed cities across the U.S., and initial exploration of their potential application in Fresno;
- Development of a contingency plan in anticipation of expenditure cuts resulting from the state-level budget crisis; and
- Analysis of alternative revenue sources to meet long-term investment objectives.

The ten California cities that most closely resemble Fresno were chosen for benchmarking of expenditures and revenues (See Chart 1). These cities range in population from 244,000 in Stockton to 1,233,000 in San Diego, compared to Fresno at 428,000. Benchmarking was based almost entirely on available published data, including audited Comprehensive Annual Financial Reports ("CAFRs"), California State Controller Reports and published budgets for the Fiscal Year 2003. ***It is important to note that while this report is based on the best available published data, many of the source documents are two to three years old, so much of this report is a retrospective view that does not incorporate recent developments, either in Fresno or the benchmarked cities. It is, however, the belief of the Task Force that the conclusions formed would not be materially altered if the data were fully updated.***

The most relevant comparisons apply to the General Fund and the Internal Service Funds, since it is in these funds that City Government has the largest latitude for action. To put the contents of this report in perspective, Fresno's 2003 General Fund Departments are budgeted at \$176 million, and Internal Service Departments at \$89

million. The Enterprise Funds, generally funded by user fees and other financing mechanisms with constraints, plus the Trust Funds, account for a combined \$482 million.

**Benchmark Cities
Chart No. 1**

City	Population	% growth 1990-2000	Sq. Miles Land Area	% Housing Owner Occupied	2000 Med. Household Income	Unemploy- ment	Per Capita Income	Per Capita Taxes
San Diego	1,223,400	10.1%	324.3	49.5%	\$49,946	3.0%	\$24,443	\$370
San Jose	894,943	14.2%	174.9	61.8%	\$87,000	2.3%	\$23,619	\$499
Long Beach	461,522	7.4%	50.4	41.0%	\$40,515	5.0%	\$21,603	\$422
Fresno	427,652	20.3%	104.4	50.6%	\$46,950	12.9%	\$16,233	\$278
Sacramento	407,018	3.0%	97.2	50.1%	\$38,786	5.2%	\$20,476	\$454
Oakland	399,484	-0.1%	56.1	41.4%	\$27,095	4.7%	\$20,348	\$656
Santa Ana	377,977	14.8%	27.1	49.3%	\$54,854	4.6%	\$13,304	\$357
Anaheim	328,014	23%	48.9	50.0%	\$49,216	2.9%	\$22,722	\$473
Riverside	255,156	12.6%	78.1	56.6%	\$37,034	5.4%	\$20,549	\$299
Bakersfield	247,057	34.3%	113.1	60.5%	\$44,405	8.3%	\$19,148	\$295
Stockton	243,771	15.3%	54.7	51.6%	\$37,804	10.4%	\$16,096	\$308
Median	399,484	14.2%	78.1	50.1%	\$44,405	5.0%	\$20,476	\$370

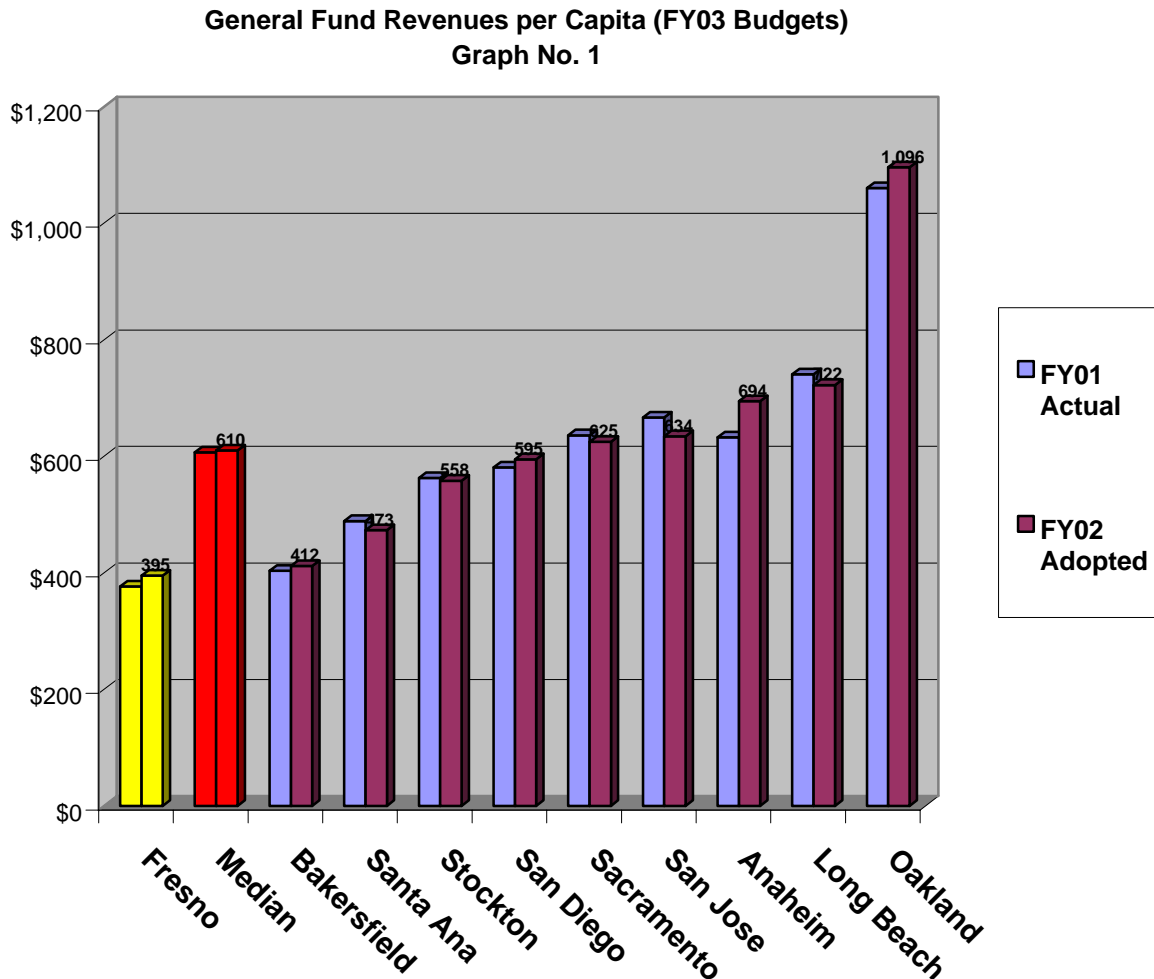
Identification of *Best Practices* was done against the best-managed cities in the U.S. Information was obtained from the International City/County Management Association (ICMA) and the U.S. Conference of Mayor's Best Practices Awards. No relevant *Best Practices* were omitted, on the reasoning that the Task Force's obligation was to identify any and all ways of making Fresno City government more efficient.

The Contingency Plan was developed by the City's Department and Division managers, under guidance and instructions from the Task Force.

KEY FINDINGS

1. Fresno collects less revenue per capita than all its California peers.

Fresno's **General Fund revenues per capita** are 35% below the median of the ten benchmark cities. See Graph No. 1.

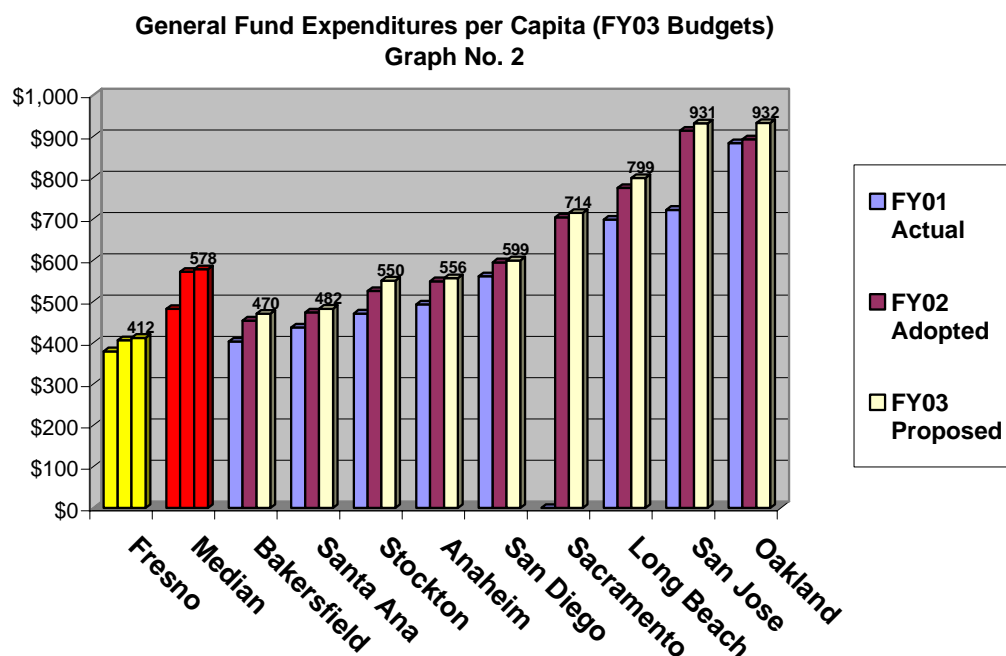


2. Fresno's Citizens pay less per capita in municipal taxes than their California peers.

As shown on Chart No. 1, the Citizens of Fresno pay approximately 25% less in **municipal taxes** than the median of the benchmark cities. It is noteworthy that, while Fresno **per capita income** is lower than the median, total **household income** is slightly higher than the median (because there are more wage earners per household in Fresno). Even after adjusting for the lower per capita income, Fresno citizens still pay 15% less in municipal taxes on average than their peers.

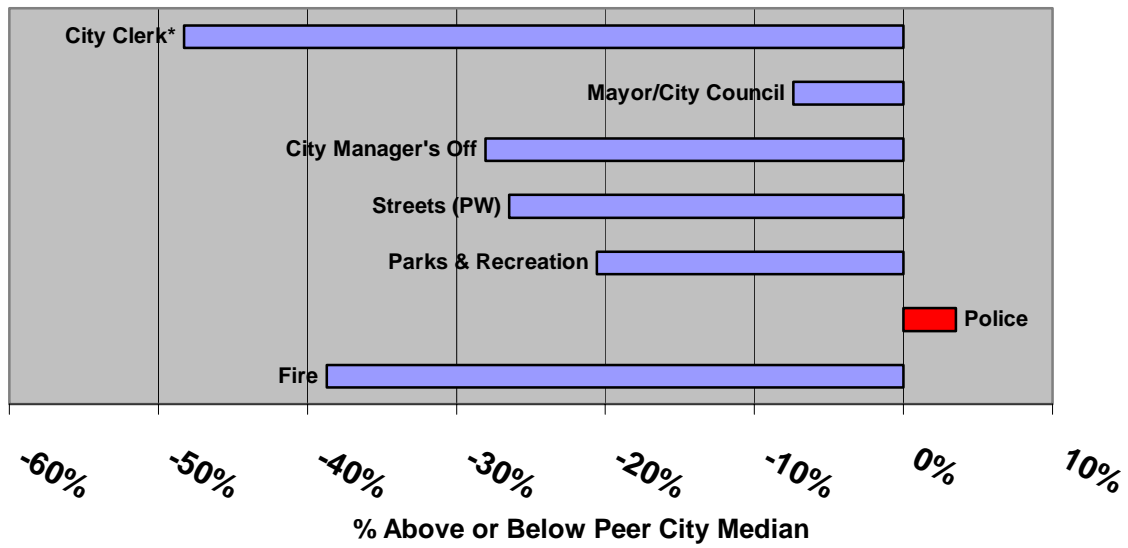
3. **Fresno spends significantly less than its peers in most functions, with the notable exception of Police.**

Fresno's General Fund expenditures per capita are lower than all its peers and approximately 30% below the peer median (see Graph No. 2). It is impossible to determine with precision the extent to which the significantly lower levels of **per capita spending** by Fresno in most functions is attributable to (a) lower cost of services and/or (b) higher service delivery efficiencies and/or (c) lower levels of service. Benchmarking of the per capita number of personnel (FTEs) required to deliver services suggests that lower cost of services is a contributing factor, but there is reason to believe that the other two factors are also contributors, i.e., that Fresno city government is doing more with less and that some service levels are lower than those of the peer cities.



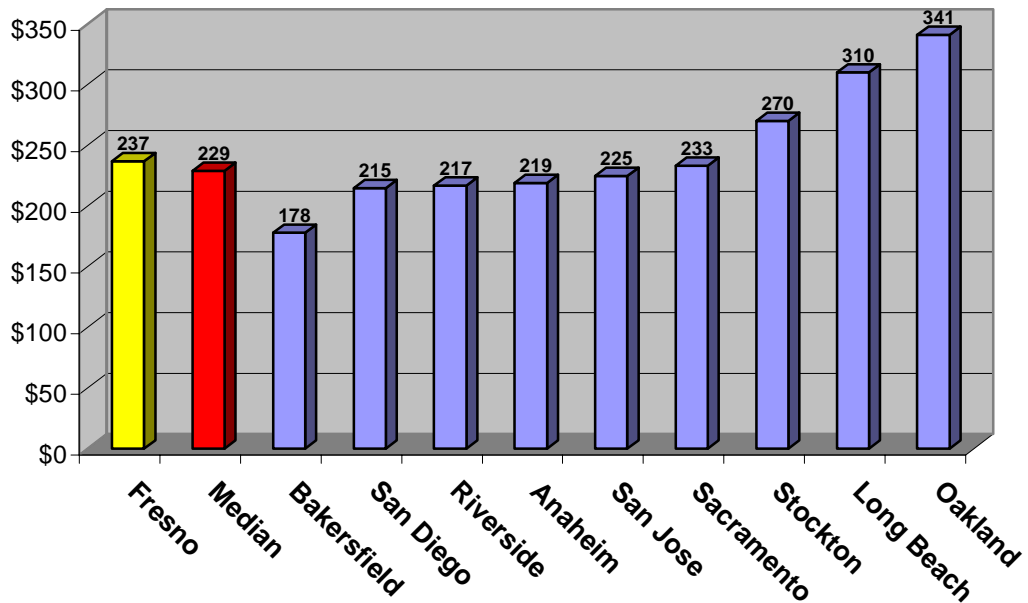
Graph No. 3 illustrates which General Fund operations are above or below the median of the peer cities, and by what percentage. The **City Clerk's Office** is almost 50% below the median in large part because the scope of this office is narrower than it is in most other cities. The **Mayor and City Council** are combined into one category for comparability because half the cities in the peer group do not report these numbers separately. The Mayor's office in Fresno (including the Office of Education) costs taxpayers \$1.31 per capita half as much as do their counterparts in San Jose and San Diego, and one third as much as Oakland. The **City Manager's Office**, **Public Works** and **Parks and Recreation** are all 21% to 28% below the median. The **Fire Department** is almost 40% below the median.

**General Fund Expenditures
Graph No. 3**



(*The City of Fresno defines the City Clerk's responsibilities more narrowly than most of the peer cities.)

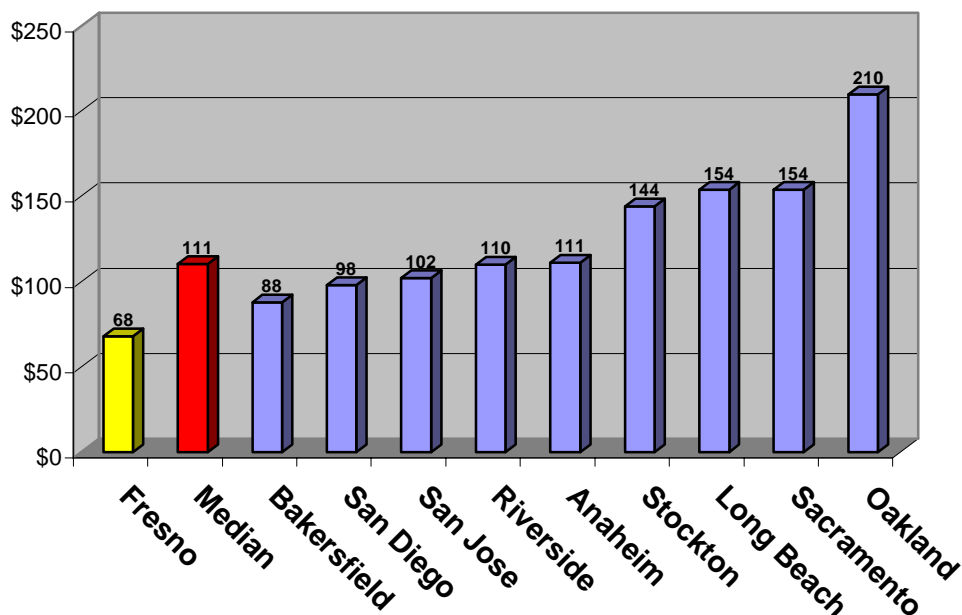
**Police Expenditures per Capita (FY03 Budgets)
Graph No. 4**



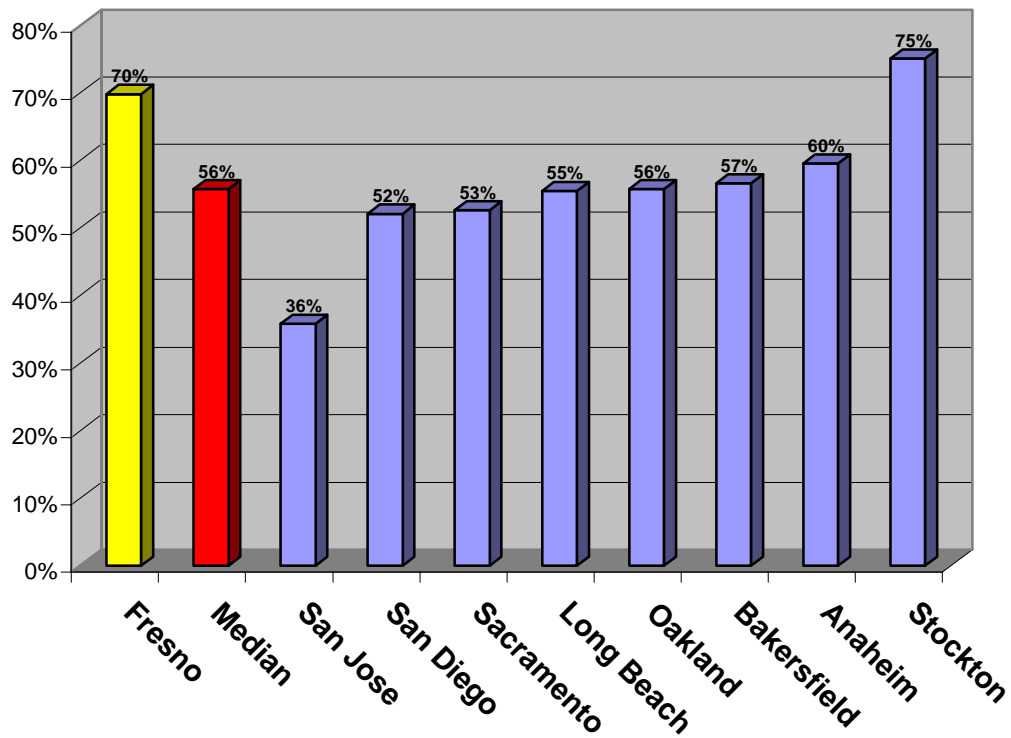
The fact that **Police Department expenditures** are above the median of the benchmark cities (see Graph No. 4) is notable in part because this is a relatively recent occurrence. Despite Fresno's high crime rate (second highest in the Benchmark group), it is only in recent years that Fresno has made a significant commitment to putting more cops on the street. It is notable, also, because the Fresno Police Department now consumes a higher **percentage** (53.4%) **of the City's General Fund** than that of any of the other benchmark cities.

Fresno's city government has recently recognized the degree to which its Fire Department has been under-funded (see Graph No. 5). In FY 2003, the Fresno Fire Department received a higher budget increase over the prior year than any other department. The result of these increases in Police and Fire Department expenditures is that Public Safety now consumes 70% of the City's General Fund (see Graph No. 6), 25% more than the peer median. Recent Fresno trends in expenditures for **Public Safety** relative to **revenue trends**, if unmanaged, would cause the entire General Fund to be consumed by Public safety expenditures by the year 2008 (see Graph No. 7).

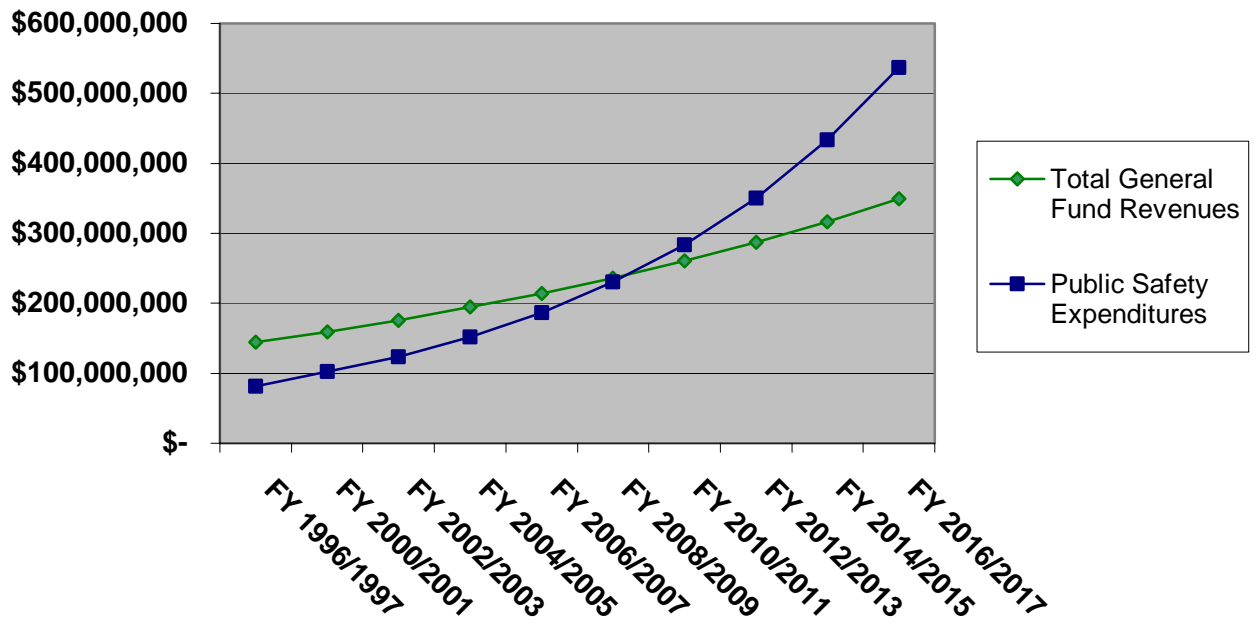
Fire Expenditures per Capita (FY03 Budgets)
Graph No. 5



Police & Fire Expenditures as Percent of General Fund (FY03 Budgets)
Graph No. 6



General Fund Revenue & Expenditure Projections
Graph No. 7



4. Despite Fresno's lower expenditure levels, some additional operating efficiencies are attainable, particularly if best practices are adopted.

The Task Force expected to find more inefficiencies in City departments than it encountered. In fact, the statistical analysis does not support the stereotypical image of a bloated city bureaucracy, nor does the personal experience of the members of the Task Force. In the process of this analysis, the Task Force members had an opportunity to work with a wide cross-section of City employees, ranging from assistant city managers to administrative support personnel. Without exception, the Task Force found these employees to be competent and dedicated, willing to devote extraordinary time and effort in the performance of their jobs.

Nonetheless, the Task Force believes there is an opportunity to reduce General Fund expenses by 2% to 2-1/2% through across-the-board expense cuts, without adversely affecting essential services. This will not be easy. Cuts of this magnitude are commonplace in the private sector, where managers can make decisions to cut product lines and services with marginal profitability. For the most part, City governments do not have this discretion. They cannot decide not to offer police services in sections of the City because their crime is too high, or to discontinue trash pick-up in certain areas because they are too far from the dump. When these essential service areas are taken off the table for expense reductions, the economic space available for making spending cuts is generally ten to twenty percent of the departments' budgets, sometimes even less, so a 2% to 2-1/2% cut turns out to be ten to twenty-five percent of the departments discretionary budget.

As difficult and painful as it may be, circumstances demand that these cuts be made. The level of the proposed cuts is based in part on a review of budgets, recent spending trends, and the Contingency Plans developed by the City departments. It is also based on the experience of the Task Force members. Any organization that has not been pressed to make painful efficiency improvements in recent years has an opportunity to cut expenses by 2% to 3% through more diligent management of discretionary expenses, negotiation with vendors, etc., without impairing service.

Across the board expense cuts are attainable not only in those departments that reside within the General Fund, but also in the Internal Service Funds and the Enterprise Funds. Although the latter are self-standing operations, efficiencies in those organizations help minimize rate increases (e.g., public utilities) and/or make available funds to promote increased use of facilities (e.g., the Fresno Airport and the Convention Center).

The Task Force believes there are significant additional opportunities for efficiency improvements through adoption of *Best Practices*, and feels that all such practices should be adopted that result in service enhancement or cost reduction for the benefit of Fresno's citizens. This includes increased use of volunteers, outsourcing, managed competition, regional joint power authorities and many others described in this report.

5. A \$7.5-8.5 million (annualized) Contingency Plan can be implemented without affecting negotiated salaries or impairing essential services. Beyond that, other steps will be required.

The Task Force believes that resolution of the State-level budget crisis may result in a reduction of motor vehicle license fees for cities. Fresno's General Fund currently receives approximately \$17 million from these fees. If 50% of these fees are taken by the State, the Task Force believes that a combination of across-the-board cuts and some new revenues will be enough to offset the impact.

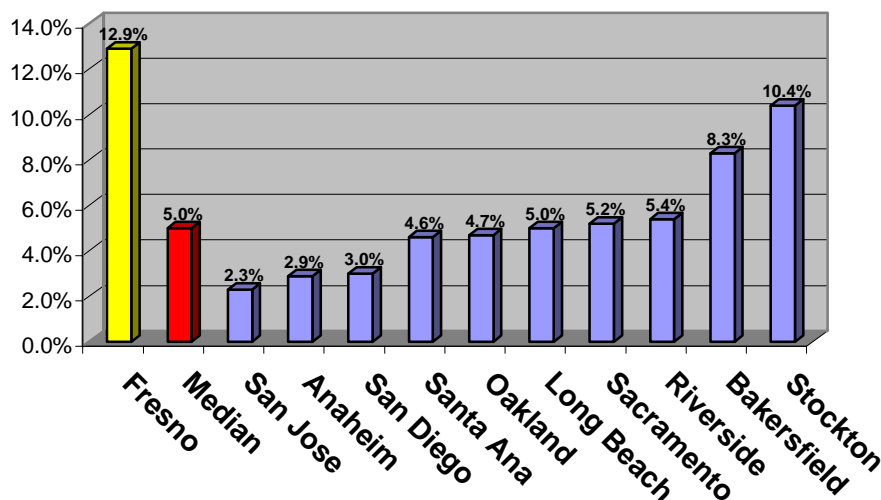
A net expense reduction of 2% to 2-1/2% will generate \$3.5 to \$4.0 million in expense reductions for the General Fund. Additional expense cuts through adoption of best practices cannot be counted on in the near term because these best practices take time to implement. The City has identified \$4.0 to \$5.0 million that can be generated through fee revenues that are commonly collected in the benchmark cities, out of a Universe of more than \$14.0 million of current services eligible for additional fees. (See the "Maximus Study", 12/3/02).

If the impact from State Government and a continued weak economy impact the City by more than \$8.5 million, more severe actions will be required, as discussed in the recommendations section.

6. Fresno has the most severe structural unemployment among its peers – and spends less on economic development than virtually all its peers.

Fresno's **unemployment rate** has stubbornly remained in the 12-13% range for the last several years, more than twice the 5% median of the benchmark cities (see Graph No. 8). The problem is structural. The high level of "unemployables" in Fresno – people without the minimal requisite education and workforce skills – dissuades potential employers from coming to Fresno. Lack of employment opportunities result in a **high crime rate** that further dissuades potential employers and requires a disproportionate and increasing percentage of the City's General Fund to go to police services.

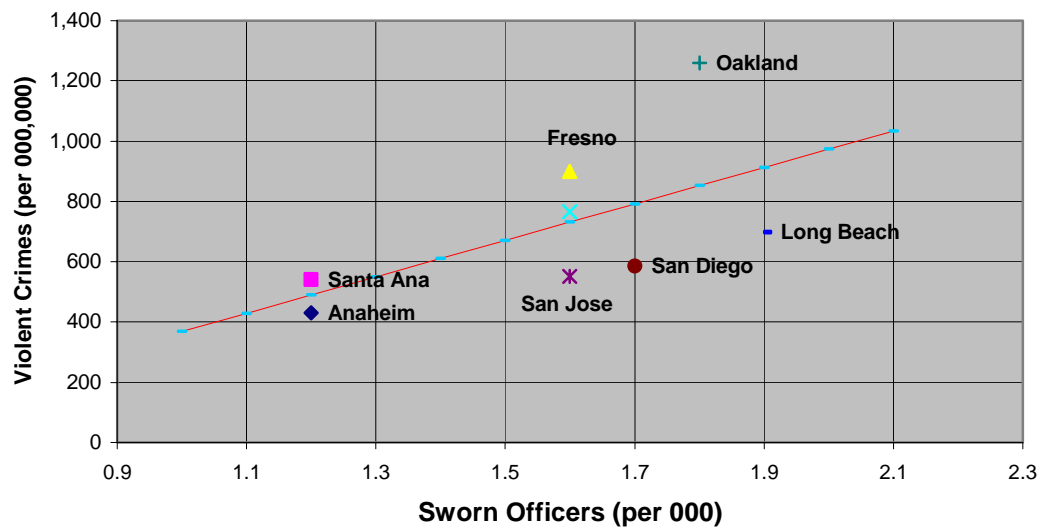
Percent Unemployment (2000 Census)
Graph No. 8



The problem is graphically illustrated in graphs No. 9 and No. 10. Graph No. 9 correlates violent crime with sworn police officers per 1,000 inhabitants. It is unreasonable, of course, to conclude that the incidence of violent crime increases as the number of police officers is increased. It is the reverse that is true. The more violent crime a City has, the more police officers it needs. Graph No. 10 correlates violent crime to the unemployment rate, showing that the incidence of violent crime is proportional to the unemployment rate. As important as it is to hire more police officers when a City finds itself in a high crime situation, this is a solution that addresses the symptom and not the underlying cause of the high crime.

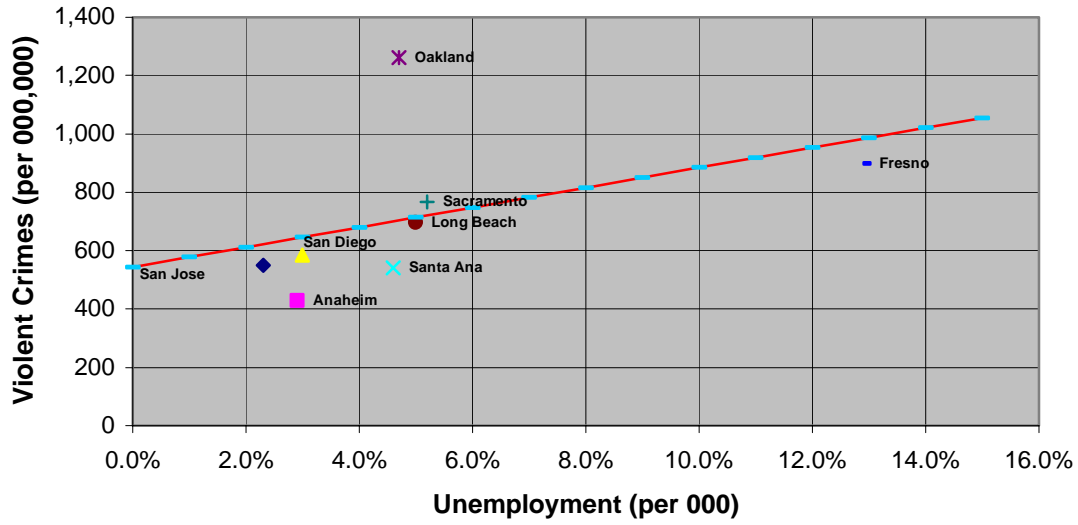
If this downward spiral is to be broken, the City must make a concerted effort to invest in education and training, build infrastructure that will attract employers to the area, and place considerably greater emphasis on public-private partnerships. By all reports, Fresno spends less per capita on economic development than all of its peer cities, even when Redevelopment Agency efforts are included. Using 1999 data, Fresno spent 32% less than the median of its peers, and only about one-fourth as much as cities known for their aggressive ***economic development*** programs (see Graph No. 11). This level of expenditure would appear inadequate to reverse the persistent unemployment rate in Fresno.

Police Department Comparisons
Graph No. 9



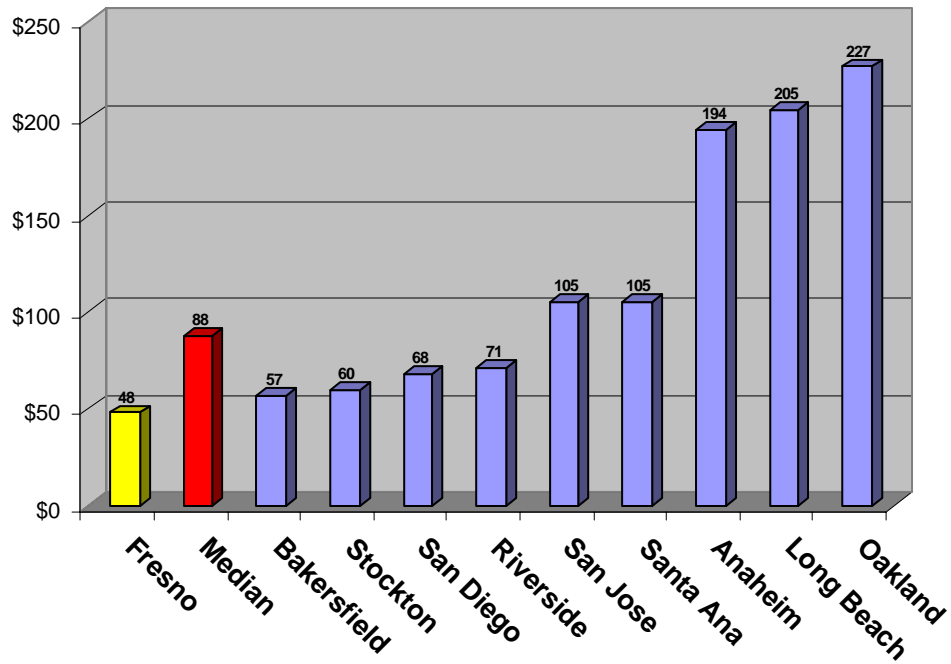
Source: U.S. Department of Justice 2000 Report

**Police Department Comparisons
Graph No. 10**



Source: U.S. Department of Justice 2000 Report & Census 2000

**Economic Development \$ per Capita (1999 State Report)
Graph No. 11**



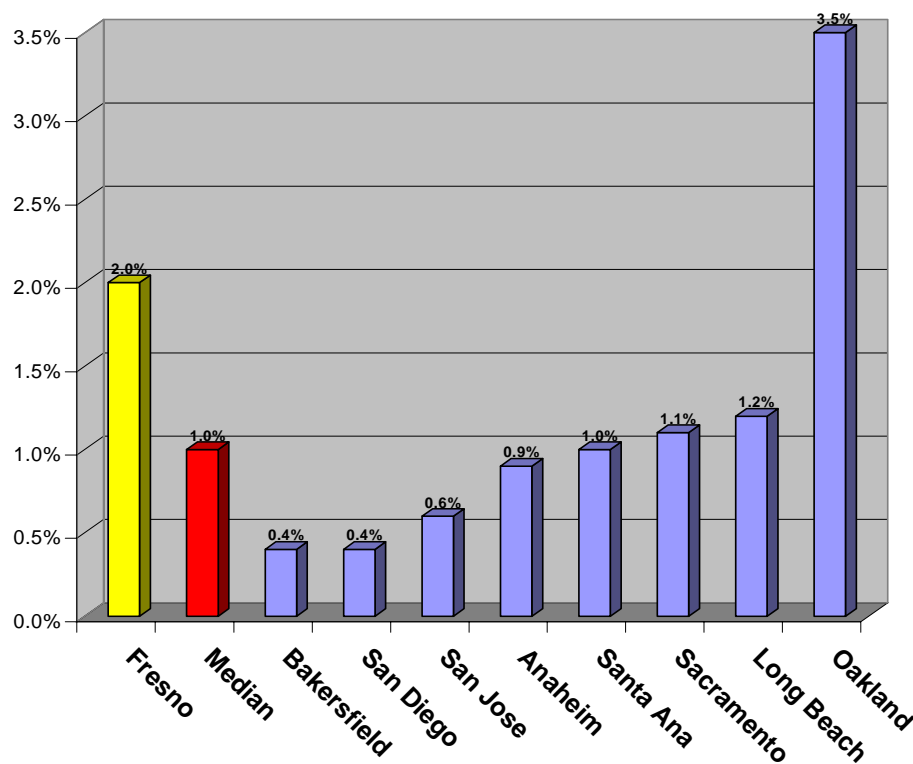
7. Fresno has deferred maintenance issues and significant pockets of under investment.

The Task Force has identified a number of functional areas that require significant investment. A few examples follow. Fresno's Fire Stations are in poor condition and Fresno's fleet of fire trucks needs updating. Failure to address these and other issues in the Fire Department could result in higher future insurance rates for the citizens of Fresno. The City spends 47% less per street mile on repairs than the benchmark median, suggesting very high efficiency and/or deferred maintenance (a more detailed review shows it is some of both). Fresno also lags in moving its information systems towards eBusiness, which will inevitably require significant expenditures.

8. Fresno has less Debt Capacity than its Peers.

The City of Fresno is more indebted than its peers. This is largely a result of the City having had to use debt to finance historical pension obligations that were unfunded in the periods when they were incurred. Prior to the successful recent re-financing of Fresno's Pension Obligation Bond, Fresno's net direct debt per capita was 40% higher than the median of its peers and its debt as a percent of assessed valuation was twice the level of its peers. Even after the recent re-financing, Fresno's net direct debt remains higher than its peers. Although Fresno's credit rating is not at risk, past usage of debt now requires that debt should be used sparingly to finance Fresno's future needs. See Graph No. 12.

FY01 Debt as Percent of Assessed Valuation (Moody's 2002)
Graph No. 12



9. Correction of the issues identified in paragraphs (6) and (7) above will require freeing up operating revenues through best practices and generation of new revenues.

Recent initiatives by the Mayor and City Council to revitalize the downtown area, obtain empowerment zone designation and focus attention on education, training and workforce development, to name a few, are all on the right track, but they are insufficiently funded to break the negative spiral described above. Because Fresno has to spend so much of its General Fund on police services, it does not have adequate funding to attack the conditions that are the primary source of the City's high crime rate.

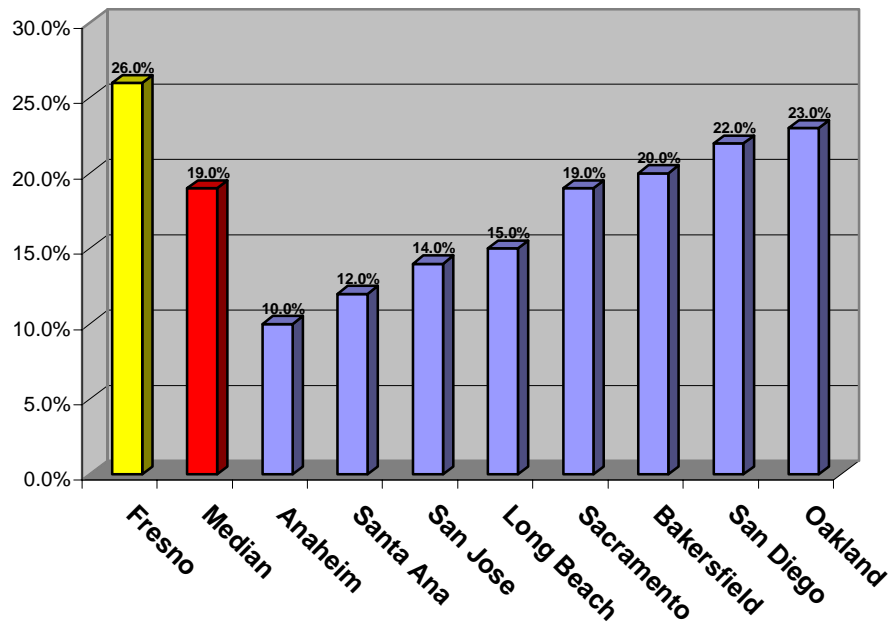
Ideally, the best way for Fresno to generate the revenues needed to address its needs is to join with other local governments to persuade the State government to share more revenues with local governments. An increase of the share of the State sales tax going to local government from 1% to 1-1/2% would result in a \$27.5 million increase in Fresno's General Fund (16%). However, given the State fiscal deficits being projected for the next several years, the Task Force is not optimistic that this outcome is possible, so alternative ways need to be found to generate the revenues needed by the City.

As discussed above, some near-term efficiency spending cuts can be made, but the proceeds will likely be used to offset revenue reductions from the State. Additional opportunities to free up revenues are available through implementation of *Best Practices* identified in this report. While some of these *Best Practices* may take time to properly evaluate and implement, aggressive pursuit of them is indispensable to Fresno's future. *Best practices* alone, however, will not release all the required funding. In the absence of a major and unlikely change in State/City revenue sharing practices, it will be necessary for Fresno to find new sources of revenue.

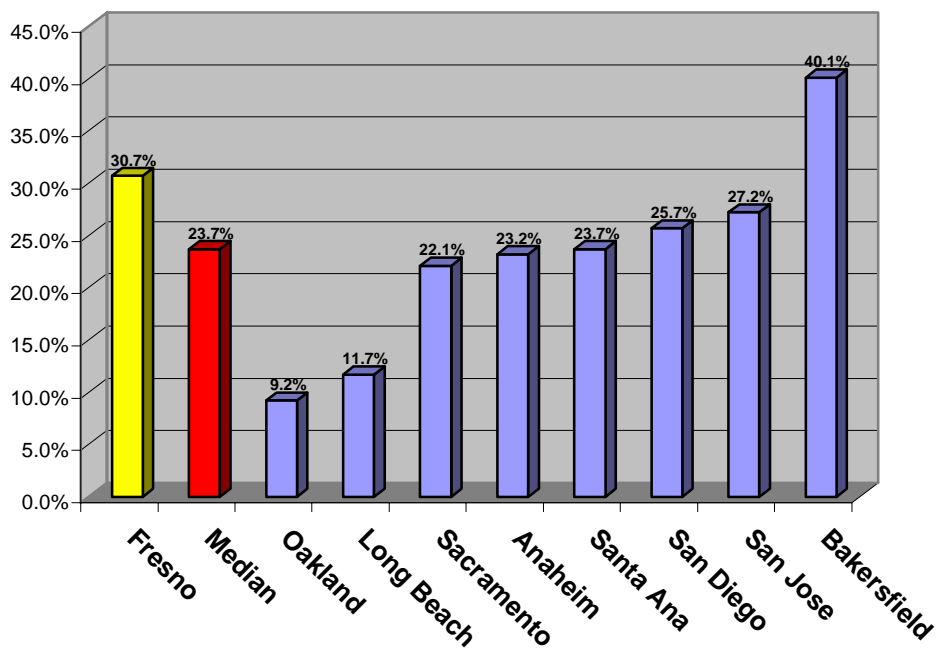
10. Fresno has a less diversified revenue base than its peers.

Fresno's General Fund is primarily dependent on three revenue sources, as illustrated in graphs No. 13, No. 14, and No. 15. The City relies more on **property taxes** than any of its peer cities; it relies more on **sales taxes** than any of its peer cities, except for Bakersfield; and it relies more on **business taxes** than any of its peer cities, except for Oakland. Fresno collects less revenue from fees, licenses and permits than any of its peers. (See Graph No. 16.) Also, Fresno does not collect a utility tax, as do more than 150 California cities, collectively representing a majority of the state's population. For those cities that collect them, utility taxes provide an average of 15 percent of general revenues, and often as much as 22 percent. Fresno also does not collect revenues through assessment districts, a practice used in most of the peer cities.

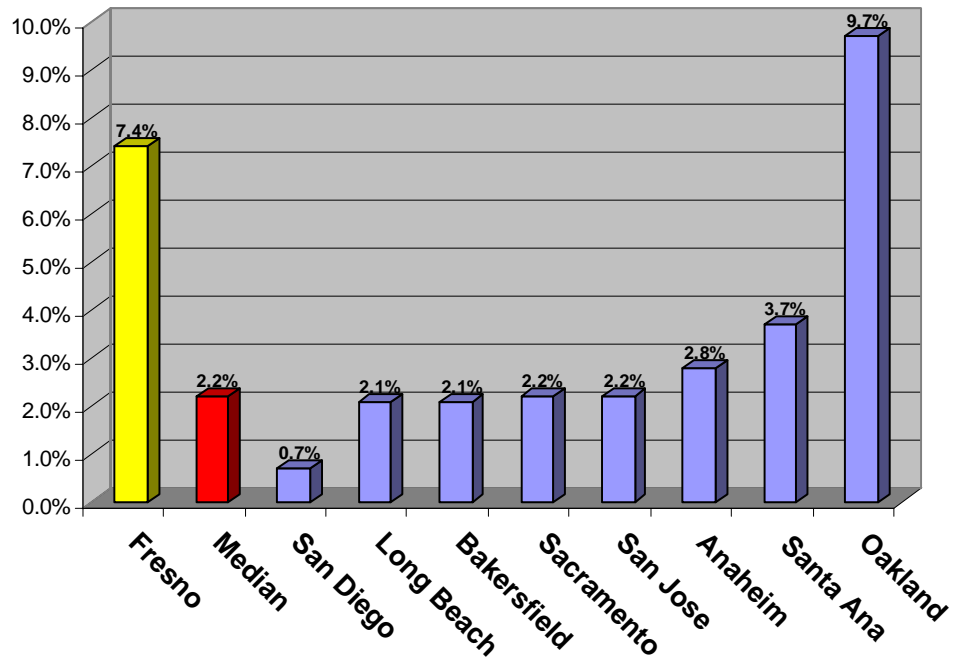
% of General Fund Revenue from Property Tax (City of San Diego Study)
Graph No. 13



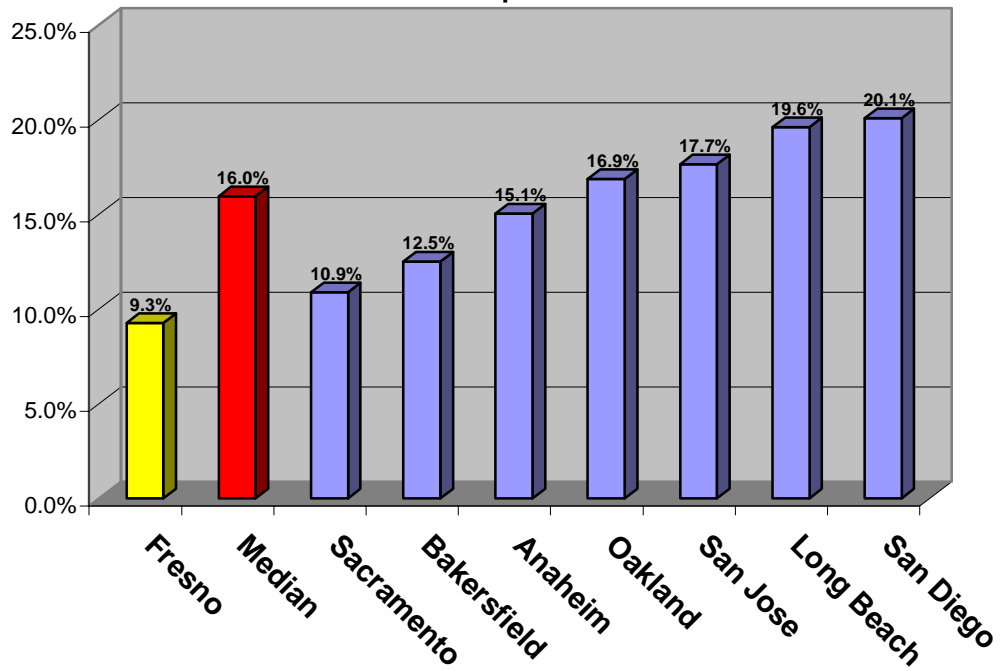
% of General Fund Revenue from Sales Tax (City of San Diego Study)
Graph No. 14



% of General Fund Revenue from Business Tax (City of San Diego Study)
Graph No. 15



% of General Fund Revenue from Fees, Licenses, Permits (FY01 CAFRs)
Graph No. 16



RECOMMENDATIONS

The *Recommendations* section of this report contains twenty-three recommendations. They are grouped into three major categories: **Contingency Plan** (what the Task Force often refers to as *Survival*), **Operating Efficiencies**, and **Investment**. All three categories contain recommendations that are vital to the future of Fresno. The following recommendations are the ones that the Task Force considers most important:

Contingency Plan

It is impossible to predict with certainty the extent to which the City of Fresno will be financially impacted by circumstances outside its control. Negotiations regarding the solution to the State's deficit are likely to continue at least until mid-year, 2003. At the federal level, the possibility of having to finance a war in IRAQ contributes a significant element of uncertainty. Nevertheless, Fresno must anticipate and be prepared to survive and move forward in whatever economic environment takes shape. The Task Force recommends that the City approach this uncertainty with contingency plans at three levels, as described below.

Readers of this report should take note that contingency plans, by definition, involve actions that must be taken on short notice. These plans do not contemplate generation of savings from Best Practices, which may take considerable time to implement, nor generation of new revenues that might require voter approval.

Level 1 Plan: \$7.5-\$8.5 Million plan

This plan assumes that the financial impact to the City from State budget-balancing actions and a continued weak economy, does not exceed \$8.5 million (5% of the General Fund). Plan implementation is predicated on the City taking two actions, neither of which would impact services or affect currently negotiated salaries:

- 1. Implement the Fee Revenue actions recommended in the Maximus Study.**

The proposed fees, which are commonly collected in the benchmark cities (see Graph No.16), will raise \$4 to \$5 million (annualized) in incremental fees for Fresno and help diversify the City's revenue base. Even after these additional fees, Fresno's fee revenue will remain well below the peer median.

- 2. Implement a 2-1/2% across-the-board expense cut for all General Fund departments and Internal Service Funds, without impacting essential services.**

An across-the-board reduction of 2-1/2 % will provide an additional \$3.5 to \$4.0 million to the General Fund. This can and should be done without adverse impact to essential services.

Level 2 Plan: \$8.5-\$20 Million Plan

This plan assumes a financial impact to the City in the range of \$8.5 to \$20 million (5% to 12% of the General Fund). Implementation of this plan is predicated on freezing salaries and re-negotiating existing salary contracts in order to protect essential services and jobs.

Level 3 Plan: More than \$20 Million

This plan assumes a worst-case scenario, with an economic impact to the City of more than \$20 million. The City would first use at least a portion of its \$10 million reserve to protect essential services and jobs. In the absolute worst case, some curtailment of essential services may be required.

Operating Efficiencies

The Task Force believes that the following recommendations on operating efficiencies should be implemented for the following three reasons: (a) City government has an obligation to its citizens to make government as efficient as possible; (b) even if a contingency plan is not required, the fragile U.S. and California economies may result in lower than anticipated City revenues; and (c) every effort must be made to free up revenues to address the City's economic development needs as well as the pockets of under-investment referred to above.

3. Implement a 2-1/2% across-the-board expense reduction even if implementation of a contingency plan is not required.

A 2-1/2% across-the board expense reduction in the General Fund and Internal Service Funds will generate \$3.5 to \$4.0 million in General Revenue Funds. In the highly unlikely event that these expense reductions are not used to offset reduced revenues, the savings can be used to invest in City priorities, as described below. These expense reductions must be implemented across all departments, including the Police and Fire Departments, which together represent 70% of the General Fund, and it must be done without adverse impact to essential services. It is recommended that these expense reductions be implemented as of February 1, 2003.

The Task Force recommends that the proposed 2-1/2% across-the-board expense reduction also be applied to the Enterprise Funds. Although these are self-sustaining Funds, efficiencies are important because they free up revenues that can be used to promote increased usage of City facilities and/or prevent the need to raise rates for City services.

While this recommendation may appear to be at odds with the finding that some departments are underfunded, it is important that belt-tightening occur in all departments before consideration is given to future investment requirements.

4. Cap all Department Expense Budgets for FY 2004 at the same level as the amounts budgeted for FY 2003.

This recommendation will ensure that the cost savings achieved through recommendation # 3 carry over into FY 2004. Deviations from this policy should require the approval of the Mayor and the City Manager, and subsequently be affirmed by the City Council

- 5. In addition to the expense reductions under Recommendation # 3, evaluate cost-saving opportunities identified in the Department Contingency Plans that involve eliminating or changing the means of delivery of certain services.**

Some Departments and Funds did an excellent job of identifying “out-of-the-box” ideas for cost reduction. Most of these ideas involved changing the means of delivery of services rather than eliminating the service. For example, the Transit Department (FAX) believes that privatization of the FAX fixed-route and Handy-Ride service could save the City \$1.2 million in salaries and provide better service to customers (a regional Joint Powers Transit Authority may generate even larger savings, while generating significantly lower pollution). The City Parks and Recreation Department believes that over \$200,000 could be saved if Parks and Recreation employees were to perform the work currently contracted to a third party. Another example is the Police Department, which suggested a \$600,000 savings from elimination of the Mounted Police unit, which serves more of a public relations than a public safety function (an alternative might be to make the Mounted Police unit a volunteer organization).

- 6. Establish a standing “Best Practices Task Force” charged with exploring and monitoring implementation of all Best Practices that offer service enhancements or cost reduction opportunities for the benefit of Fresno’s citizens.**

This report identifies several “Best Practices” opportunities that offer the potential for millions of dollars in savings for Fresno, and improvement of service quality. The Task Force recommends that all such opportunities, and any others that may be identified, be aggressively explored, and implemented if analysis shows that they will result in benefit to the Citizens of Fresno. To implement this process, the Task Force recommends appointment of a standing “Best Practices Task Force”, whose role would be to create a “best practices culture” within city government. They would be charged with promoting the adoption of best practices in all aspects of City government and encouraging City Departments to implement and seek recognition from the U.S. Conference of Mayors for their best practices. The Best Practices Task Force should meet regularly with the Mayor and City Manager to report progress, and to renew its mandate. It should also meet regularly with the City Council’s Fiscal Forecasting Task Force to report progress and solicit their views.

Investment Plan

The Task Force believes that a multi-year investment plan must be developed to address the City’s structural unemployment, to revitalize the City’s downtown area, to restore certain City facilities and equipment to appropriate standards, and to invest in productivity-related technology.

7. The Mayor should lead the development of a comprehensive metropolitan strategy to create 25,000 - 30,000 net new jobs in five years.

The need to reduce Fresno's unemployment has major social and economic implications. The social implications require no elaboration. Economically, the implication of success is the creation of a larger tax base that will enable the City to continue to service the needs of its citizens, while the implication of failure is the requirement for more and more police services and the squeezing of all other General Fund services delivered by the City. Although City government and several other stakeholders in the community are pursuing initiatives to help address this issue, it is the perception of the Task Force that the overall effort is fragmented, disjointed and under scale. A more effective approach is required. Successful economic development efforts in cities such as Austin, Texas, Cleveland, Ohio, and San Diego, California, have been characterized by (a) **bold objectives**; (b) **well defined strategic focus**; and, (c) **wide-ranging metropolitan cooperation**. For Fresno County to reduce its unemployment to the median level of its peers will require the creation of at least 25,000 net new jobs in the next five years, in contrast to the current situation where we have lost net jobs over the prior year in spite of economic development efforts.

To provide the sense of urgency that is required, the Task Force proposes that a Metropolitan **Jobs Task Force** be established to develop a comprehensive Jobs Strategy, and that a **Jobs Summit** be scheduled approximately six months from the issuance of this report. A draft strategy would be unveiled at the Summit and fine-tuned during the course of the Summit. All institutions and key leaders who have economic development, job creation and/or job training responsibilities would be invited to participate. The success of the proposed summit will be dependent on **marshalling all stakeholders behind a single plan** and the assignment of **clear responsibility and accountability for achievement of the plan** following the conclusion of the summit.

8. The Mayor and City Council should seek consensus on a multi-year plan for allocation of the City's resources.

Currently and historically, allocation of the City's resources has taken place as part of the annual budget process. This approach tends to cause City Government to focus on the short-term. While both the Mayor and City Council have long-term objectives for the City, these objectives all too often fall victim to the political pragmatics of getting the annual budget passed. While the symptoms of a city's problems can be treated through annual appropriations, treatment of the underlying problems generally requires a longer-term commitment. The current approach has resulted in an ever-increasing use of the General Fund for public safety expenditures, while treatment of the underlying unemployment problem has suffered from lack of resources.

9. Any new revenues required to implement the City's investment plan should be from sources that help diversify the City's revenue Base.

It is unlikely that the cost efficiencies proposed in this report will free up sufficient new capital to enable the city to launch an adequately funded investment plan. Debt should be used sparingly in a City that already carries twice as much debt per capita

as its peers. New sources of revenue are, therefore, likely to be required. Fresno could generate an additional \$120 per capita in revenues – more than \$50 million Citywide – and still be below the median of its peers. Even if one were to normalize for Fresno's lower per capita income, the City could raise \$50 per capita – \$20 million citywide – in new revenues and still be below the median of its peers on an adjusted basis.

The Task Force believes that the best way best way to generate more revenue is through economic growth, but Fresno's opportunities for sound growth are currently constrained by the underlying problems discussed above. Correction of these problems will require some up-front investment. The amount of that investment cannot be determined until a Jobs Strategy has been fully developed and costed and the City's deferred maintenance problems are more fully understood and costed. To the extent that the required investment exceeds the revenues available through the efficiency improvements recommended in this report, which the Task Force believes is likely, new revenues will need to be generated. The Task Force feels any such new revenues should (a) principally be raised by broadening the revenue base via a Utility User Tax, special assessment districts, or some combination of the foregoing; and (b) earmarked for the specifically intended investment objectives.

General

10. The contents of this report should be effectively communicated to the Citizens of Fresno.

Some of the findings of this report were surprising to the Task Force; among them, the extent to which Fresno's revenues and expenditures fall below those of its California peers and the degree to which public safety expenditures are squeezing the City's ability to provide other services and solve its underlying problems. If a consensus is to be formed in support of the recommendations offered in this report, the Citizens of Fresno must be made fully aware of these findings.

Concluding Observations

The Task Force has made no attempt to sugarcoat the significant challenge confronting our State and our City. We are facing a storm of significant proportions. If we knew this to be a storm of limited duration, we might have the choice of hunkering down to survive it. However, the Task Force believes this is a storm of significant duration, leaving us no better choice than to brave the elements and continue to move forward. The Task Force has made its recommendations with full confidence that Fresno has the leadership and political will not just to survive this storm, but to emerge from it stronger and better positioned for a brighter future.

FY 2004 BUDGET CONTINGENCY PLAN

While the FY 2004 Adopted Budget is built on what is believed to be conservative estimates, we cannot predict what the State and the Federal government will do with some of the funding sources used to build this budget. To address this uncertainty, a Contingency Plan has been developed and is outlined below. It will be developed in greater detail in the days and weeks ahead.

In essence, the Contingency Plan reframes the options presented in the “Meeting the Challenge” report issued January 1, 2003 in the context of the continuing uncertainty about the size of the revenue reductions to the City of Fresno, which will occur when the State Budget is adopted. The range of possible State actions cuts across funds is impossible to determine, although it is likely that the City’s General Fund could be cut ten percent if the Vehicle License Fee (VLF) is further reduced. Also, a series of other possible actions could cut funding for Public Works and Parks and Recreation programs. The fully developed Contingency Plan will address all of these possibilities.

The alternatives to be considered include, in priority order:

- **Option 1:** Implement all the user fees as originally submitted to Council per the User Fee Study

The Maximus fee study found that over 734 fees were not recovering the full cost of the services provided. However, before an increase in a fee was considered, the Department responsible for the service had to show that the services are being provided as efficiently and effectively as possible. The limited number of fees that were considered for an increase showed that the services were provided in a best practices manner, and that all reasonable opportunities for savings had been exhausted. If the City’s fees do not recover the full cost of providing the service, it results in a General Fund subsidy, which shifts funds away from the critical, high priority needs of job creation and public safety initiatives.

- **Option 2:** Seek employee salary “give-backs” on a permanent or temporary basis.

Employee services are more than half the expenditures of the City’s total budget, and make up 65 percent of the General Fund. Much of the rest of the budget is comprised of fixed costs. This means that any meaningful Contingency Plan that does not cut essential City services by exercising layoffs must include the salary “give-back” option.

- **Option 3:** Do an across the board cut of the percentage required.

This has superficial fairness, but except in the case of a small cut that is carefully analyzed (as was the across the board 2.5 percent cut made in February 2003), it has serious adverse impacts on the delivery of essential services.

- **Option 4:** Determine what programs and departments have priority, and target cuts to those departments or programs that are agreed should be eliminated first.

This option would preclude Option 3 in the event that the General Fund is hit by more than three to five percent. Targeted cuts to those departments or programs that are agreed should be eliminated first requires careful and collaborate analysis. For example, if the General Fund must be cut by five percent but Public Safety is exempted, there are serious consequences for the remainder of the General Fund departments. Public Safety gets 70 percent of the General Fund and almost one-third of the remainder of the General Fund is fixed costs for items like debt. Therefore, exempting public safety really means a targeted cut of roughly **25 percent** of all other General Fund Activities. This would further exacerbate the recent trend towards increasing use of the General Fund for Public Safety. A five percent cut approached this way would increase the General Fund use for Public Safety from 70 percent to 74 percent and

decrease the use of the General Fund for all other purposes from 22 percent to 18 percent, accelerating the timetable for elimination of all General Fund Services except for Public Safety.

- **Option 5:** Use the \$8.5 million Unappropriated Reserve.

It is unknown how long it will take for the State to climb out of its fiscal crisis. It would seem irresponsible to use a significant portion of the reserves to deal with what is likely to be the first in a series of difficult years.

- **Option 6:** A combination of the above.

Balancing the above recommendations is a possibility and will not be overlooked as the Contingency Plan is developed further.

In addition, the City is pursuing other "Best Practices" as recommended by the Best Practices Task Force. However, the positive impacts of implementing those recommendations will most likely not be realized in FY 2004.

Finally, alternatives to these expenditure reduction options include revenue enhancement options. However, any revenue enhancements which require voter approval, are probably not an option for FY 2004 given the requirement they be on the ballot in March 2004 at the earliest, and even if passed, the entire fiscal year will be lost before the first dollar can be collected.

Subsequent Events:

Subsequent to the City adopting its FY 2004 budget the State budget was passed. The State has passed a budget that relies on "flipping" and outright borrowing of local funds to solve state fiscal problems. Furthermore, it is estimated that the State will end the fiscal year with an \$8 billion deficit. Next year will likely be another scramble to put together a budget that will again have detrimental impacts on public services, including local government. FY 2004, the total impact of the State's budget to the City's General Fund is \$3.878 million as illustrated in the following table:

Item	Amount	Description
MVLF Deferral	\$ (5,078,000)	State Budget action to defer 1 st quarter backfill.
Booking Fee Reinstatement	1,200,000	State Budget action to reimburse annual fees.
Total	\$ (3,878,000)	

The scheduled vehicle license fee backfill payments for July, August and September are not included in the State's FY 2004 budget; instead, these funds are being used help close the State's deficit. This action is constructed in the legislation as a "loan" from local governments to the State. Meanwhile, the vehicle license fee "trigger" was pulled on June 20, 2003, increasing the fees collected back to their pre-1998 level. The increase will be fully implemented on October 1, 2003 and this new revenue will go to cities and counties as provided by the State constitution. In the budget, the State makes a commitment to pay back the "loan" (three months of VLF backfill payments) in three years. This language, along with other pending legislation, provides the City with the opportunity to issue bonds in anticipation of the repayment of the VLF deferral from the State. This option: 1) bonds the current year revenue loss; 2) utilizes the repayment of the loan from the State as collateral; and, 3) mitigates the impact from the loss of these otherwise current revenues.

The bonding arrangement for the VLF backfill deferral is consistent with the methodology the City currently follows when it issues Tax Revenue and Anticipation Notes (TRANS) each year. The TRANS provide short term financing until Property Tax allocations are received in January. The Administration recommended and Council directed staff to proceed to bond \$5.078 million, the total amount of the anticipated deferral of revenue. Although the State impacts are only \$3.878 million, bonding for the larger amount pledges the State's entire obligation and provides resources to cover interest expense, and the costs of issuance. The net proceeds of the bond financing would provide General Fund resources for capital projects already appropriated by Council in the City's FY 2004 Budget. Staff will work closely with the City Attorney's office in determining the ultimate structure of the financing.

There are multiple benefits provided by this financing:

- The City will regain the otherwise lost resources without interruption to services, the use of reserves, or the disruption of the Council and the Administration.
- Maintaining our reserves assists in bracing against the impact of future State action or catastrophic events.
- An appropriate amount of time is allowed for the City to pursue best practices opportunities that take time to mature and come to fruition.
- Additional time is necessary to let the State's dust settle, providing clearer facts to analyze, including open items from the State's budget actions, Police services grant funding, open trailer bills, recall uncertainties, and the direction of the State's economic condition.

Upon determination of the finance structure and including the advice received from the City Attorney's Office, staff will return with the enabling documents for Council approval. At that time all details regarding the bond issuance, amount, estimated interest, annual payments, costs of issuance, etc. will be prepared and presented.

FISCAL IMPACT

Bonding the amount of the current year revenue loss, utilizing the repayment of the loan from the State as collateral, provides the City with General Fund Capital resources to address the State's budget impacts without interruption to services or the use of reserves.

COMMUNITY DEVELOPMENT BLOCK GRANT

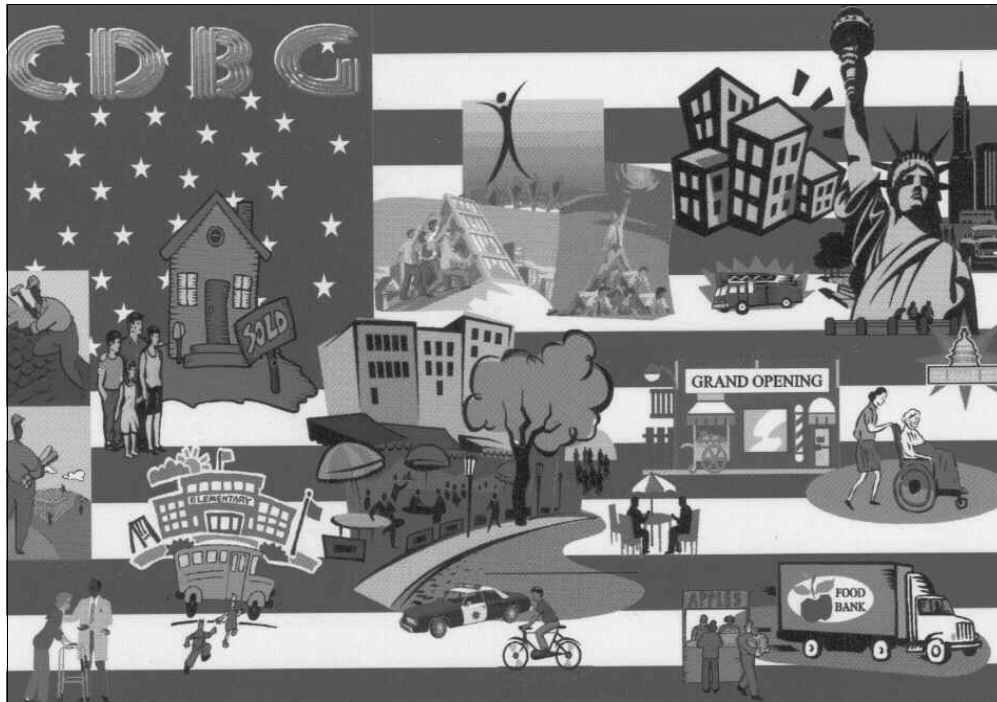
	FY 2003 Adopted	FY 2004 Adopted
Revenues		
Program Entitlement	\$ 8,415,000	\$ 9,382,000
Program Income	650,000	700,000
Estimated Carryover	(500,000)	(300,000)
Total	\$ 8,565,000	\$ 9,782,000
Housing		
Housing/Code Enforcement	\$ 4,209,600	\$ 4,104,500
Senior Paint Program	50,000	50,000
Emergency Repair Grant Program	50,000	50,000
Securing Properties	90,000	0
Residential Demolition	30,000	0
Affirmative Fair Housing	50,000	50,000
Total	\$ 4,479,600	\$ 4,254,500
Parks & Recreation		
Senior Hot Meals Program	\$ 0	\$ 100,000
Dickey Park Youth Center	50,000	667,900
Total	\$ 50,000	\$ 767,900
Public Works Facilities & Improvements		
Concrete Reconstruction	\$ 1,189,400	\$ 1,189,400
ADA Infrastructure Compliance	157,000	0
Concrete and Street Repairs	0	1,096,500
Storm Water Basin	3,400	3,500
Total	\$ 1,349,800	\$ 2,289,400
Public Services		
Police POP Teams	\$ 1,185,200	\$ 1,135,200
Total	\$ 1,185,200	\$ 1,135,200
Administration		
Development - Inner City Fee Reduction	\$ 225,000	\$ 225,000
Total	\$ 225,000	\$ 225,000
Loan Repayment		
Section 108 Loan Repayment	\$ 1,015,000	\$ 1,025,000
Total	\$ 1,015,000	\$ 1,025,000

COMMUNITY DEVELOPMENT BLOCK GRANT

	FY 2003 Adopted	FY 2004 Adopted
Private Projects		
Consumer Credit Counseling	\$ 25,000	\$ 25,000
CARE Fresno	60,000	60,000
CURE	40,000	0
Investment in Seniors and the Aging	100,000	0
Undesignated	85,400	0
Total	\$ 310,400	\$ 85,000
Grand Total	8,565,000	9,782,000

This Citywide CDBG budget is placed here for presentation purposes only. The projects listed here are also found in the individual department's budget detail.

In 2004, the ADA Infrastructure Compliance program will be funded from Measure C and SB325 funds.



BUDGET POLICIES

Budget Control

The City operates under the strong-Mayor form of government. Under the strong-Mayor form of government, the Mayor serves as the City's Chief Executive Officer, appointing and overseeing the City Manager, recommending legislation, and presenting the annual budget to the City Council.

The budget of the City of Fresno, within the meaning and context of Section No. 1206 of the Charter, must be adopted by resolution by the City Council:

- ▶ As provided by Section 1206 of the Charter, any adjustments in the amounts appropriated for the purposes indicated at the department/fund level shall be made only upon a motion to amend the resolution adopted by the affirmative votes of at least five Council members.
- ▶ Administrative changes within the department/fund level may be made without approval of Council within written guidelines established by the Chief Administrative Officer.
- ▶ For accounting and auditing convenience, accounts may be established to receive transfers of appropriations from department appropriations for capital improvements in two or more different funds for the same capital project.
- ▶ Department appropriations in Intragovernmental Service Funds (ISF) may be administratively adjusted, provided no amendment to the resolution is required to adjust the appropriation in the department receiving the service from the ISF.
- ▶ The funds allocated to the respective accounting object classes comprising the total appropriation for each division or department, are for purposes of budgeting consideration and are not intended to constitute separate appropriations. Funds allocated to an object class may be expended for the purpose of any other object class of such expenditures are within the written guidelines established by the Chief Administrative Officer.

The objective of budgetary controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City Council. Activities of the General Fund, Special Revenue Funds, and certain Debt Service Funds are included in the annual appropriated budget. Project-length financial plans are adopted for certain capital project funds. The level of budgetary controls (the level at which expenditures cannot legally exceed the appropriated amount) is maintained at the department level by major expenditure category through an encumbrance system prior to the release of purchase orders to vendors. Purchase orders that result in an overrun of department-level balances by object are not released until additional appropriations are made available. Open encumbrances at June 30, are reported as reservations of fund balance in the Comprehensive Annual Financial Report (CAFR).

Fund Structure

The budget document is organized to reflect the fund structure of the City's finances. Fund revenues and expenditures are rolled up to the various object levels by division and department for presentation of information to the public. Budget adoption and subsequent administration is carried out on a fund basis.

Basis of Accounting

The City adopts an annual budget for the General Fund, Special Revenue Funds, Debt Service Funds (except Financing Authorities & Corporations and City Debt Service), and Capital Projects (except Financing Authorities & Corporations). These budgets are adopted on the cash basis. Supplemental appropriations during the year must be approved by the City Council. Budgeted amounts are reported as amended.

Encumbrances, which are commitments related to executory contracts for goods or services, are recorded for budgetary control purposes in the Governmental Funds. Encumbrance accounting is utilized for budgetary control and accountability and to facilitate cash planning and control. Encumbrances outstanding at year end are reported as reservations of fund balances, as they do not constitute expenditures or liabilities.

Each of the funds in the City's budget has a separate cash balance position. Reserves represent those portions of fund equity not appropriable for expenditure or legally segregated for a specific future use. Designated fund balances represent tentative plans for future use of financial resources. The cash reserve position is a significant factor evaluated by bond rating agencies assessing the financial strength of an organization. Cash reserve amounts and trends, represent the continued ability of a City to meet its obligations and facilitate the requirements for a balanced budget.

The Internal Service Funds are used to account for the financing, on a cost-reimbursement basis, of goods or services provided by one department to other departments within the City of Fresno.

- ▶ The General Service Fund accounts for the Internal Service Fund activities of the City of Fresno, including printing, fleet management, property maintenance, data processing support, and electronics and communication support.
- ▶ The Risk Management Fund accounts for the City's self-insurance provided to all City departments, including provision for losses on property, liability, workers' compensation, unemployment compensation, and health and welfare programs.
- ▶ The Billing and Collection Fund accounts for the billing, collecting, and servicing activities for the Water, Sewer, Solid Waste, and Community Sanitation Funds.

The Debt Service Fund pays expenditures related the City's General Obligation debt. Debt service payments on existing City debt is the first obligation of the Debt Service Fund. Based on revenue estimates and assuming a constant property tax levy, the remaining resources of the fund may be used to assume debt obligations for new capital projects or pay for capital project expenses in the form of temporary notes which are retired in the same year (pay-as-you-go financing).

BUDGET CALENDAR

Base Budgets Developed	December/January
Base Budget Rollout to Departments	January 31, 2003
Department Budget Submissions	February 27, 2003
City Manager Review Meetings	March
Mayor's Proposed Budget Presented to Council, Departments, & Public	May 2003
Council Public Hearings	May/June
Budget Adopted	No later than June 30

Capital Projects Funds are used to account for the financial resources to be used for the acquisition or construction of major capital facilities other than those financed by proprietary funds and trust funds. The City finances capital projects in a variety of ways: cash, general obligation bonds/notes, revenue bonds, and grants. Based on Generally Accepted Accounting Principles (GAAP), the debt service payments for General Obligation debt are spread either to the Debt Service Fund or the various enterprise and internal service funds, as appropriate.

Budget Development

The preparation of the FY 2004 budget document is the result of a Citywide effort. Each department is presented with an operating base budget that is used as the foundation for building their requests for the operations of their organizations. All one-time expenditure increases are removed, except for those demonstrable and mandatory. Employee services is costed out with current contractual salary increases agreed to in the memoranda of understanding with the various bargaining units. **No salary increases for contracts in negotiations or pending agreement are included in the budget.** Premium Pay is handled as a zero-base item for FY 2004, requiring an itemization of the methodology used to derive the individual requests. Operations and maintenance was not increased by a cost-of-living adjustment. Travel and training, special projects, minor capital, and contingencies are excluded from the base unless mandated or other special circumstances apply. Interdepartmental charges, lease purchase, and debt service are loaded centrally and were kept at FY 2003 adopted levels.

A five year capital budget is required from all departments. The purpose is to give the Mayor and Council a tool to plan for the future as well as to more realistically reflect the timing of many capital projects that take more than one year to complete. All capital budgets are built in compliance with the City's decision to use Project Costing to track the cost of doing business and associated revenues in either more detail or in different categories than what a General Ledger-only accounting system would provide. Project Costing uses structural elements that focus on activities including project types, activity types, and resource types. Project costing is available to track cost and revenue detail by Business Unit defined activities and categories, and it augments and expands General Ledger information; it does not replace it. Appropriation controls remain at the Fund/organization level. The information provided by Project Costing is intended as a management tool to provide more timely, detailed, and accurate information to the Mayor, City Manager, Council, and the public.

Departments submit their requests to be analyzed and reviewed by the City's Budget & Management Studies Division (BMSD). Requests are evaluated based on individual operations, City funding resources, and the goals and strategies identified by each organization related to the impact on performance measures. Recommendations are presented to the Mayor and City Manager in a review meeting comprised of management representatives from each department and BMSD. Upon final decisions of format and content, the Mayor's Proposed Budget Document is printed and presented to Council for deliberation and adoption. The Adopted Budget Document is prepared to include all the various changes approved by the Council.

Revenue Estimation

Revenue estimates and the methodology for calculating the estimates varies depending on the source of revenue. Considerable weight is given to historical trends. This is important because of the uniqueness of the Central Valley and the composition of the Fresno economy which differs from the state in general. As an example, the recession which hit the state in the late 1980's did not hit Fresno until the early 1990's and the recovery occurred in the rest of California before it hit the Central Valley.

In the General Fund, sales tax revenues are the single largest revenue source. As such it is imperative to forecast as accurately as possible for even a single percent means a difference of

\$500,000 to the fund. Historical trends as well as paying close attention to the local economy are two of the primary keys for projecting this revenue. The City has employed an outside firm to verify that the City is receiving all of the sales tax revenue as well as provide an independent source for forecasting. The projections of the outside firm are not used in the budget but are used as a checking mechanism for internal projections. Historically sales tax has shown growth every year in the past twenty years except one, 1992. This stability, while reassuring, can lead to complacency.

The second largest revenue in the General Fund is property tax. This revenue has been more volatile in the last few years due primarily to mistakes made by the County in processing the tax receipts. This has made it difficult to predict this revenue source as growth has been much lower than anticipated: not even reaching one percent some years. The main source for projecting this revenue is information received from the county. Again as in all budget revenue projections internal staff relies heavily on historic trends as well as local developments. The biggest hit to property tax revenues is the contributions to the state Educational Revenue Augmentation Fund (ERAF).

The third major source of revenue is Motor Vehicle in Lieu fees (VLF). When combined with sales and property taxes, the three equal nearly 72 percent of the ongoing revenue. The state has changed the process for providing this revenue source to the City but it continues to grow at a very healthy rate. For the current fiscal year the rate of growth was 4.5 percent. Historic trends are the primary forecast tool as well as the economy, since new car sales play a significant role in this revenue. Please refer to Budget Contingency Plan - Subsequent Events on page 618 for additional information related to this revenue source.

Budget Administration

The budget establishes appropriation and expenditure levels. Expenditures may be below budgeted amounts at year end, due to unanticipated savings in the budget development. The existence of a particular appropriation in the budget does not automatically mean funds are expended. Because of the time span between preparing the budget, subsequent adoption by the governing body, as well as rapidly changing economic factors, each expenditure is reviewed prior to any disbursement. These expenditure review procedures assure compliance with City requirements and provide some degree of flexibility for modifying programs to meet changing needs and priorities.

PROCESS TO ENSURE BUDGET ACCURACY

The following steps have been taken by the Budget Division to ensure the accuracy of the financial numbers found in this FY 2004 Budget Proposed document.

The Data is System Generated: The FY 2001 and FY 2002 data contained in the financial section of each department was downloaded directly from the BRASS (budget) system. BRASS obtains all financial actuals via direct uploads from the PeopleSoft financial system.

Numbers are Checked back to the BRASS System: The FY 2003 Adopted and FY 2004 Proposed revenues and expenditures were checked and footed to the BRASS system as were the FY 2004 Adopted numbers.

“Balanced Budget” Verification: The revenues and total expenditures were then checked against each other to ensure that they “balance” with consideration given for system rounding.

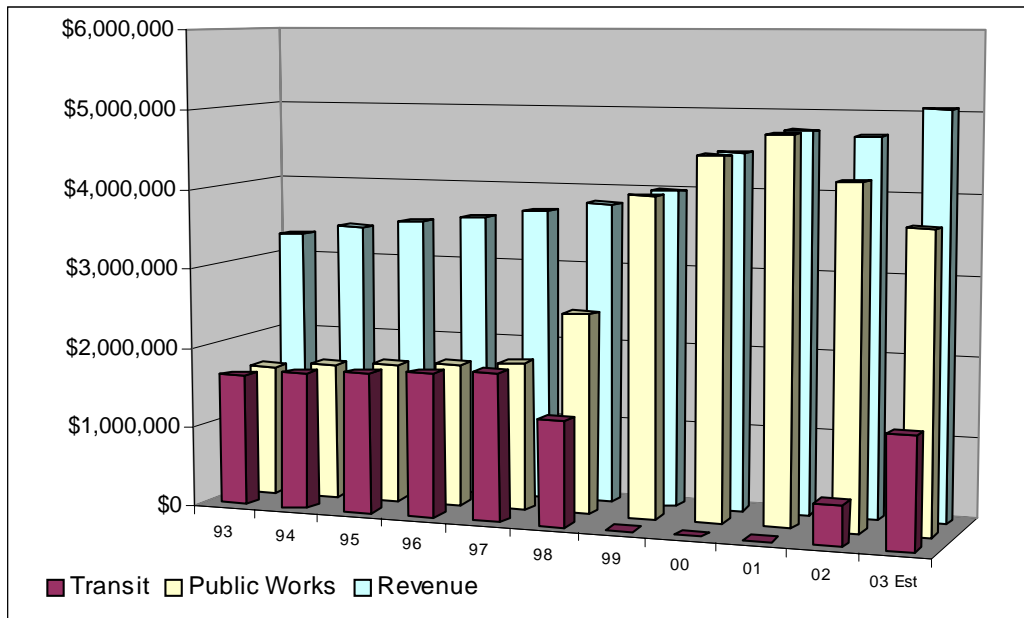
Manual Departmental Verification: Each department’s information was again verified, respectively, by either a Budget Analyst or an Internal Auditor. The numbers were then “second-setted” (double checked) by a second Analyst or Auditor.

The Budget Office understands the utmost importance of accurate historical budget presentation, and we are continually implementing improvement processes to ensure precision.

MEASURE C REVENUE AND EXPENDITURE HISTORY

	Transit	Public Works	Revenue
93	1,648,150	1,648,150	3,296,300
94	1,711,350	1,711,350	3,422,700
95	1,756,000	1,756,000	3,512,000
96	1,795,900	1,795,900	3,591,800
97	1,849,900	1,849,900	3,699,800
98	1,302,100	2,503,000	3,805,100
99	0	3,991,200	3,991,200
00	0	4,494,400	4,494,400
01	0	4,771,800	4,771,800
02	500,000	4,218,700	4,718,700
03 Est	1,376,800	3,689,800	5,066,600

MEASURE C REVIEW AND EXPENDITURE



Approved by the voters in 1986, Measure C is a sales tax surcharge of .5 percent that is imposed on all eligible sales in Fresno. Measure C monies are to be spent exclusively for local transportation purposes.

The surcharge is collected by the State Board of Equalization and sent to the Fresno County Transportation Authority. The Authority distributes the monies according to the distribution formula specified in the Measure C enacting legislation. Policies regulating the expenditure of the City of Fresno's share are made each year during the budget process.

FOCUS ON ESSENTIAL SERVICES

FRESNO POLICE DEPARTMENT FILLED AND VACANT SWORN POSITIONS FY 2002-2004

	2002	2003	2004
Vacant Positions	16	25	37
Filled Positions	686	686	741

One of the City's primary responsibilities is the protection of its citizens. The primary emphasis of the first budget cornerstone is to the commitment of public safety and the prevention of violent crime. Resources have been dedicated to increase efforts in the following areas:

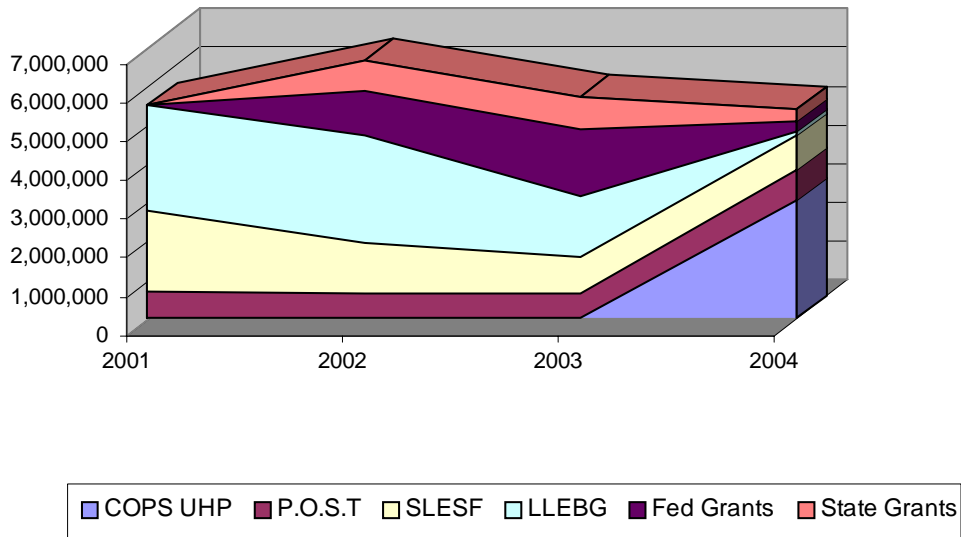
- District Crime Suppression Team
- Street Violence Bureau
- Police Apprehension Team

This includes in excess of \$7.9 million for public safety facility improvements and \$2.7 million for a fire station in Southeast Fresno. It also includes adding 67 additional sworn officers to the Police Department.

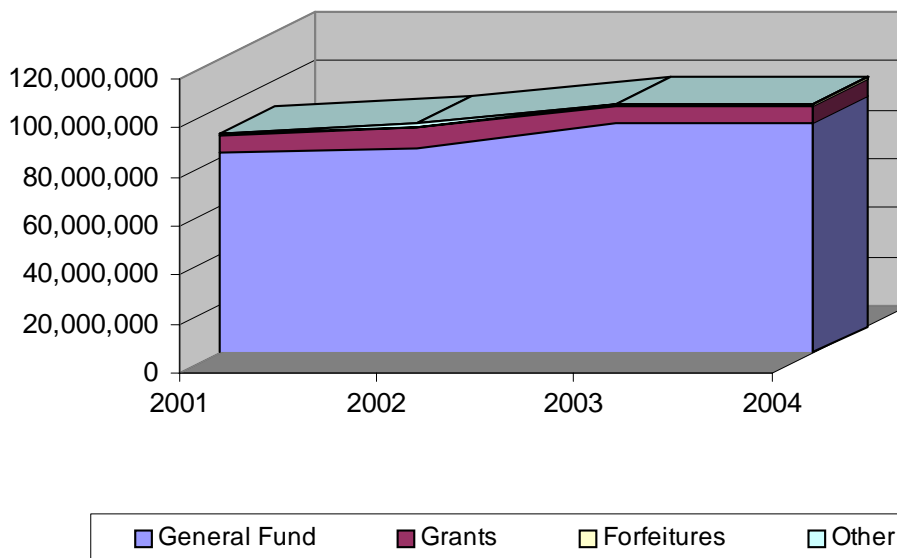


POLICE DEPARTMENT FUNDING SOURCE

**Police Department Grant Composition
FY 2001 - FY 2004**

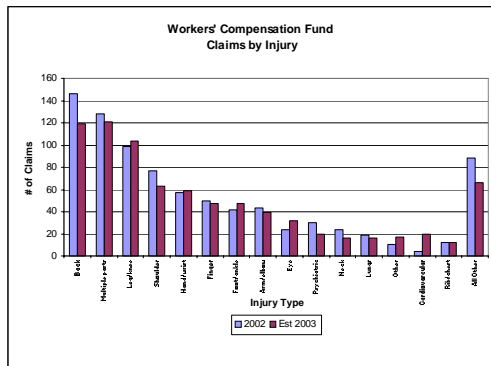


**Police Department Funding Sources
FY 2001 - FY 2004**

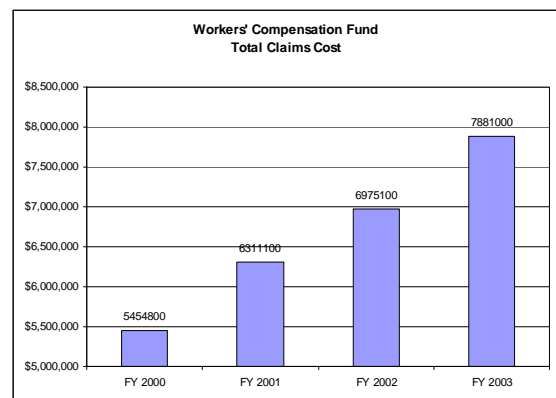


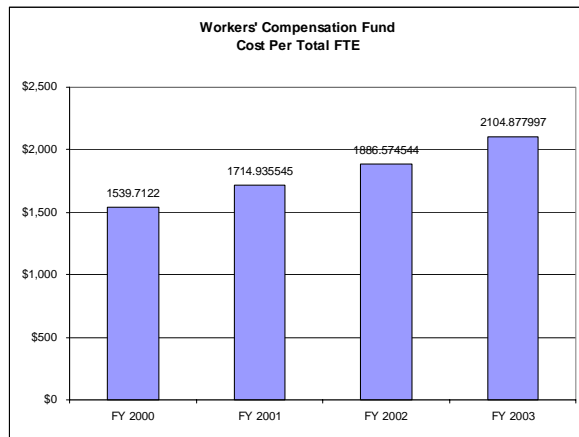
WORKERS' COMPENSATION ANALYSIS

- Escalating Workers' Compensation costs are being driven by the following at the State and local levels of government:
 - ▶ The Law - Disputes regarding compensability, need for medical treatment, and permanent disability are overwhelmingly resolved in favor of the injured employee. The construction of the law makes it easier to obtain benefits and inflates the associated costs.
 - ▶ Temporary Disability Benefits - Effective January 1, 2003, benefits are scheduled to increase by 49 percent in 2004 and by 71 percent in 2005 as per the passage of Assembly Bill 749.
 - ▶ Medical Costs - these costs have increased by 128 percent during the last ten year period due to a longer duration in treatment and a trend to "vertically integrate" medical services (examination, physical therapy, surgery, and pharmacy).
 - ▶ Excess Insurance - The current "hard" insurance market has increased the cost of excess insurance in California. The hardening of the market corresponds to the anticipated to continue to rise with the threat of war and terrorism bringing further uncertainty to the market.
 - ▶ Injury Pay - The City's current practice of paying employees 85 percent of their full salary in lieu of the State mandated benefit of 66 2/3 percent. At the 85 percent injury pay rate, approximately 54 percent of all City of Fresno employees would be eligible to receive more take-home pay than their net pay versus one percent of all City employees under the 66 2/3 percent rate.
 - ▶ Accountability - A standard policy regarding disciplinary action against employees violating safety rules and sustaining industrial injuries does not currently exist.
- The Risk Management Division has developed a proactive plan on addressing the management of Workers' Compensation cost containment. The plan includes the following actions:
 - ▶ Inspections - Perform a minimum of 25 inspections and ergonomic evaluations in order to identify and correct potential unsafe conditions and acts.
 - ▶ Training - Provide classes on various topics. The Risk staff will schedule an "Accident Investigation for Supervisors" class aimed at the identification of accident cause and effect. Multiple presentations will be offered with the intent of training 200 employees. In addition, the Risk staff will perform "Train the Trainer" sessions with Departments regarding the implementation of their own training programs. Departments will be required to report back to the Risk Management Division on topics covered and the number of participants. The Risk staff will summarize the data and report the results to the City Manager.



- ▶ Medical Cost Containment - Risk staff emphasize greater use of preferred medical providers and nurse case managers and a stronger emphasis in reviewing medical bills and utilization of care when the opportunity arises. The goal is to reduce medical payments by five percent in FY 2004.
- ▶ Light Duty Program - Risk staff to facilitate a Citywide program assigning injured employees to "light duty" assignments in order to time away from the job and lower Injury pay. The goal is to reduce injury pay by five percent in FY 2004.
- ▶ Incentive Program - Risk staff, in conjunction with Citywide Departments, to develop and implement an effective incentive/reward program in order to reduce employee injuries and lost time.
- ▶ Performance Evaluation - Risk staff to advise the City Manager on recommending that employee safety and injury reduction become a criteria for an individual's performance evaluation.
- ▶ Disciplinary Action - Risk staff to advise the City Manager on recommending that Departments consider implementing a disciplinary action policy regarding violation of safety regulations, policy, or practice.
- ▶ Establish Safety Committee - Risk Staff will implement a Citywide Safety Committee by July 1, 2003. The Committee's principal role will be to analyze the City's loss experience and recommend corrective measures. Minutes of the meeting will be provided to the City Manager on a monthly basis.
- ▶ Safety Program Goals - Risk Staff requests approval to implement a comprehensive requirement of all Departments to identify no less than three safety program goals for FY 2004.
- ▶ Brown Bag and Tailgate sessions - Risk Staff to provide sessions on various topics of current safety and Workers' Compensation issues and developments.
- The high and rising cost of Workers' Compensation is a statewide issue. Insured employers in California pay the highest premium rates in the United States, jumping from 13th in 1996 to 1st in 1998. Costs have continued to increase at an annual rate of 10 percent, driven by rising medical costs and longer temporary disability duration. The average length of temporary disability for lost time cases has increased one week per year for the past three years, and now averages 16 weeks, compared to a normal duration of 10 to 13 weeks in other states.

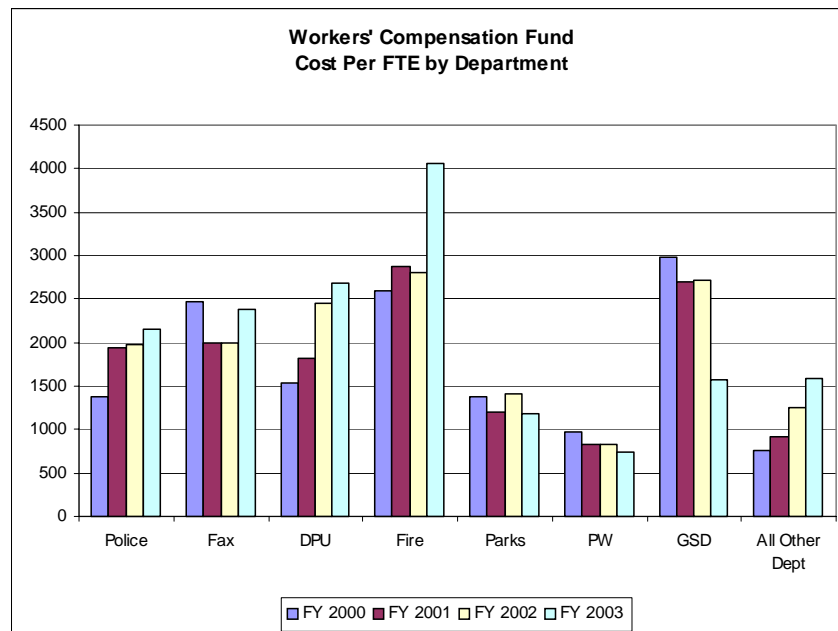




- Workers' compensation reform is of critical importance to California employers. Assembly Bill 749, signed into law in 2002, provided some limited reforms sought by employers, but primarily focused on raising benefits paid to injured employees. Reform proposals target six major areas of concern to stakeholders in the workers' compensation system: 1) raise benefits for seriously injured workers; 2) control medical costs while improving care; 3) fight fraud and abuse; 4) ensure prompt and fair payment of benefits; 5) improve system efficiency; and 6) reduce litigation. These issues are expected to receive the attention of the legislature starting in 2003.

- The most recent conviction for workers' compensation fraud involving a City of Fresno case was on 11 April 2001. There have been five convictions in the past five years. To date, all convictions have been for fraud committed by injured workers, however, Risk staff is equally interested in detecting provider fraud as well. Currently there are two cases of alleged worker fraud pending prosecution and three cases being developed for referral to the Fresno County District Attorney.

City staff will continue to aggressively investigate potential fraud through close scrutiny of suspicious claims, following up on tips, use of video surveillance and direct interviews of suspects and witnesses. Plans for the coming year include increased emphasis on recognizing potential fraud in supervisor training classes and better liaison with the Department of Insurance Fraud Unit.



CLEAN AIR INITIATIVES

Current “Clean Air” Fleet

- 13 Natural Gas Pickups, Vans and Sedans
- 1 Hybrid (gasoline-electric) Sedan
- 27 Electric Vehicles
- 5 Propane Powered Vehicles
- 1 Aerial Platform Truck with a diesel particulate filter
- $\frac{1}{48}$ Claw Loader with a diesel particulate filter

On Order “Clean Air” Fleet

- 2 Liquid Natural Gas (LNG) powered refuse trucks - expect delivery by 6/30/03
- $\frac{28}{30}$ LNG powered refuse trucks in process.

Clean Air Strategy

Existing Vehicles	
Light Vehicles	Purchased with low emission vehicle (LEV) technology.
Heavy Vehicles	Use ultra-low sulfur diesel fuel to realize a 10% reduction in particulate matter.
New Vehicles	
Light Vehicles	Purchase patrol vehicles with ultra-low emission vehicle (ULEV) technology.
Heavy Vehicles	Procure refuse trucks with liquid natural gas (LNG) technology. Realize a 40% reduction in Nox, 85% in particulate matter.
Construction Equipment	Procure equipment equipped with a diesel particulate trap. Realize an 85% reduction in particulate matter with use of ultra-low sulfur diesel fuel is used.

Why LNG for Refuse Trucks?		
Issue	LNG	CNG
Range	Equal to Diesel Trucks	Less than Diesel (Space to mount the number of tanks required to equal diesel is not available on refuse trucks.)
Payload	Equal to Diesel Trucks	Less than Diesel (Added weight from the number of tanks required to equal diesel lowers payload on refuse trucks.)
Availability	Widely Available From Truck Dealers	Not Widely Available from Truck Dealers
Emissions	Meets Low Emission Standards	Meets Low Emission Standards

Why CNG for Transit Buses?		
Issue	LNG	CNG
Range	Not Applicable	Equal to Diesel Buses (Tank mounting space available on roof.)
Payload	Not Applicable	Equal to Diesel Buses (Payload is not an issue for transit bus application.)
Availability	Not Widely Available from Bus Manufacturers	Widely Available from Bus Manufacturers
Emissions	Meets Low Emission Standards	Meets Low Emission Standards

FUELING STATION INFORMATION

On May 1, 2001, the Council selected the “alternate fuels” path as the City of Fresno’s clean air strategy in order to comply with the California Air Resources Board Transit Fleet Rule. As a result of that direction and subsequent Council decisions, twenty -five (25) compressed natural gas (CNG) buses and two (2) liquid natural gas (LNG) refuse trucks are on order and the construction of a NG fuel station at Fresno Area Express (FAX) is moved forward.

A critical component in the decision to select natural gas (NG) as the City’s alternative fuel path was the assertion by a vendor (Pickens Fuel Corp.) that the initial cost of constructing a new fueling facility would be paid by the vendor, and included in the cost of NG purchased from the vendor. Since that time the consulting firm hired by the City of Fresno to prepare requirements and specifications for construction of a natural gas fueling station, has advised staff that current NG fuel vendors will not bid a project or contract under the terms represented by PFC. Therefore, the City, specifically FAX and the Department of Public Utilities will be responsible for the construction cost of a new fueling facility which is estimated to cost \$1,900,000. As \$750,000 in grant funds are currently available, the balance of \$1,150,00 will have to be funded over a ten-year period. Staff will also continue to pursue other grants in order to retire this debt earlier.

Fuel Cost Comparisons (Based on Market Prices as of 3/31/03)

- **Diesel:** City of Fresno current cost for Ultra-Low Sulfur Diesel Fuel = \$1.24/gallon

LNG (Diesel Equivalent Gallon is LNG cost multiplied by 1.7)

Contract Type	LNG Gallon	Diesel Equivalent Cost of LNG	Diesel Fuel Cost	Variance	%
Annual Contract *	\$.60	\$1.02	\$1.24	(\$.22)	(18%)
Multi-Year Fixed Price **	\$.72	\$1.23	\$1.24	(\$.01)	(1%)
Private Station (No Contract)	\$1.00	\$1.70	\$1.24	\$.46	37%

* Based on information from Harris Ranch, Coalinga, CA

** Fixed price, multi-year contract awarded 2/03 by City of Los Angeles. Cost listed is for year 1; cost for year 2 = \$.735, and year 3 = \$.75. ***This contract is available to the City of Fresno.***

- **CNG:** Visa Petroleum Station = \$1.69 per Therm (Diesel Equivalent Gallon Cost = \$1.91)

Note: Diesel Equivalent Gallon for CNG, cost must be multiplied by 1.13.

FY 2004 CLEAN AIR OBJECTIVES

The delivery of twenty-five (25) CNG buses and ten (10) articulated buses later this year will result in more than a third of FAX's fleet being new low emission buses. The retrofitting of eighteen (18) existing buses with cleaner diesel engines and particulate filters should also be completed in FY04. The combination of new buses and upgrading of existing buses will significantly reduce vehicle emission produced by FAX's fleet. With the reauthorization of the Transportation Efficiency Act of the 21st Century (TEA-21) will also provide additional funding opportunities that can be used to fund further clean air projects.

Staff has also been working with other City departments in developing a list of projects/measures that could be implemented that would contribute to improving air quality in the region. These projects/measures range from clean fuel programs to photovoltaic projects. As noted, funding for these projects could be obtained through the reauthorization of TEA-21, the San Joaquin Valley Air Pollution Control District, or through the efforts associated with other initiatives such as Operation Clean Air.

GANN APPROPRIATION LIMITS

COMPUTATION OF SPENDING LIMIT

METHOD A Using: 1) Percent change in Per Capita Personal Income
2) Percent change in City Population

Fiscal year	Population as of	City Population	Percent Change	Per Change	Factor	Previous Years' Spending Limit	Adjusted Spending Limit
91-92	1/1/91	367,664					
92-93	1/1/92	382,349	3.82%	-0.64%	1.0316		172,709,236
93-94	1/1/93	391,646	2.75%	2.72%	1.0554	172,709,236	182,285,618
94-95	1/1/94	402,122	2.34%	0.71%	1.0307	182,285,618	187,875,614
95-96	1/1/95*	395,470	1.54%	4.72%	1.0633	187,875,614	199,773,190
96-97	1/1/96	400,884	1.24%	4.67%	1.0597	199,773,190	211,695,471
97-98	1/1/97	406,937	1.51%	4.67%	1.0625	211,695,471	224,927,532
98-99	1/1/98	411,611	1.40%	4.15%	1.0561	224,927,532	237,541,693
99-00	1/1/99	415,381	1.54%	4.53%	1.0614	237,541,693	252,126,188
00-01	1/1/00	420,600	1.80%	4.91%	1.0680	252,126,188	269,266,684
01-02	1/1/01	435,662	1.80%	7.82%	1.0976	269,266,684	295,549,159
02-03	1/1/02	441,870	1.42%	-1.27%	1.0013	295,549,159	295,939,183
03-04	1/1/03	448,453	1.49%	2.31%	1.0383	295,939,183	307,286,140

METHOD B Using: 1) Percent change in Per Capita Personal Income
2) Percent change in County Population

Fiscal Year	Population as of	County Population	Percent Change	Per Change	Factor	Previous Years' Spending Limit	Adjusted Spending Limit
91-92	1/1/91	686,727					
92-93	1/1/92	713,248	3.68%	-0.64%	1.0302		166,161,116
93-94	1/1/93	732,797	3.06%	2.72%	1.0586	166,161,116	175,903,528
94-95	1/1/94	754,712	2.64%	0.71%	1.0337	175,903,528	181,829,267
95-96	1/1/95*	745,100	1.94%	4.72%	1.0675	181,829,267	194,105,594
96-97	1/1/96	757,363	1.52%	4.67%	1.0626	194,105,594	206,258,514
97-98	1/1/97	771,137	1.82%	4.67%	1.0657	206,258,514	219,819,999
98-99	1/1/98	781,632	1.62%	4.15%	1.0584	219,819,999	232,651,398
99-00	1/1/99	793,766	1.54%	4.53%	1.0614	232,651,398	246,935,640
00-01	1/1/00	805,000	1.90%	4.91%	1.0690	246,935,640	263,982,323
01-02	1/1/01	808,131	1.70%	7.82%	1.0965	263,982,323	289,464,379
02-03	1/1/02	821,465	1.65%	-1.27%	1.0036	289,464,379	290,503,686
03-04	1/1/03	841,423	2.43%	2.31%	1.0480	290,503,686	304,435,327

* Population figures were revised by the State. The percentage increase remained the same.

SALARY LISTING BY JOB CLASS

Job Title		Step A	Step B	Step C	Step D	Step E
Academy Trainee	Flat Rate	19,900				
Account Clerk I		22,400	23,500	24,700	26,000	27,300
Account Clerk II		24,700	26,000	27,300	28,600	30,000
Accountant -Auditor II		39,700	41,700	43,800	46,000	48,300
Accountant-Auditor I		34,000	35,700	37,400	39,400	41,300
Accounting Technician		30,000	31,600	33,100	34,800	36,600
Acoustical Program Coordinator		53,000	55,600	58,400	61,300	64,400
Administrative Clerk I		20,600	21,700	22,800	23,900	25,100
Administrative Clerk II		22,800	23,900	25,100	26,400	27,700
Administrative Support Clerk		29,500	31,000	32,500	34,200	35,900
Air Conditioning Mechanic	Flat Rate	60,300				
Airport Airside/Landside Superintendent		54,700	57,500	60,300	63,300	66,500
Airport Maintenance Leadworker		33,100	34,700	36,500	38,300	40,200
Airport Public Safety Manager	Range		30,000		92,400	
Airport Public Safety Officer		48,200	50,300	52,500	54,900	56,700
Airport Public Safety Supervisor	Range		48,000		84,000	
Airport Public Safety Trainee		41,700	43,800	43,800	43,800	43,800
Airports Building Maintenance Technician		31,200	32,800	34,400	36,200	38,000
Airports Building Maintenance Technician II		33,400	35,100	36,800	38,700	40,600
Airports Computer Specialist		43,500	45,700	48,000	50,400	52,900
Airports Development Manager	Range		30,000		92,400	
Airports Maintenance Supervisor		42,700	44,800	47,100	49,500	51,900
Airports Marketing & Public Relations		42,000	44,100	46,300	48,600	51,100
Airports Operations Manager	Range		30,000		92,400	
Airports Operations Specialist		30,000	31,500	33,100	34,700	36,500
Airports Operations Specialist II		33,400	35,100	36,800	38,700	40,600
Airports Planning Manager	Range		30,000		92,400	
Airports Projects Manager	Range		30,000		92,400	
Airports Projects Supervisor		61,500	64,500	67,800	71,200	74,700
Airports Property Specialist I		40,500	42,500	44,700	46,900	49,300
Airports Property Specialist II		47,300	49,600	52,100	54,700	57,500
Airports Property Supervisor		53,600	56,200	59,100	62,000	65,100
Animal Curator		41,200	43,300	45,500	47,800	50,200
Architect		56,100	58,900	61,800	64,900	68,200
Assistant Chief of Wastewater Treatment Oper.		56,500	59,300	62,300	65,400	68,700
Assistant City Attorney	Range		48,000		121,200	
Assistant City Clerk	Range		30,000		92,400	
Assistant City Manager	Range		60,000		128,400	
Assistant Controller	Range		48,000		121,200	
Assistant Director of Parks, Recreation & Community Services	Range		48,000		121,200	
Assistant Director of Personnel Services	Range		48,000		121,200	
Assistant Director of Public Utilities	Range		48,000		121,200	
Assistant Director of Public Works	Range		48,000		121,200	
Assistant Film Commissioner	Range		30,000		92,400	
Assistant Information Systems Manager	Range		30,000		92,400	
Assistant Ombudsperson	Range		20,400		40,800	
Assistant Retirement Administrator	Range		30,000		92,400	
Assistant Training Officer		37,900	39,800	41,800	43,900	46,100
Assistant Treasurer	Range		48,000		121,200	
Assistant Zoo Manager		52,600	55,300	58,000	60,900	64,000

SALARY LISTING BY JOB CLASS - Continued

Job Title		Step A	Step B	Step C	Step D	Step E
Associate Electrical Safety Consultant I		45,500	47,800	50,200	52,700	55,300
Associate Electrical Safety Consultant II		47,800	50,200	52,700	55,300	58,100
Associate Environmental & Safety Consultant I		45,500	47,800	50,200	52,700	55,300
Associate Environmental & Safety Consultant		47,800	50,200	52,700	55,300	58,100
Associate Plumbing & Mechanical Consultant I		45,500	47,800	50,200	52,700	55,300
Associate Plumbing & Mechanical Consultant		47,800	50,200	52,700	55,300	58,100
Automotive Painter		37,600	39,400	41,400	43,500	45,700
Automotive Parts Leadworker		32,400	34,000	35,700	37,500	39,400
Automotive Parts Specialist		29,400	30,800	32,400	34,000	35,700
Benefits Coordinator		42,900	45,100	47,300	49,700	52,200
Body & Fender Repairer		37,600	39,400	41,400	43,500	45,700
Body & Fender Repairer Leadworker		41,400	43,500	45,700	48,000	50,400
Body & Fender Repairer Trainee		30,900	32,400	34,100	35,800	37,600
Box Office Assistant		30,000	31,500	33,000	34,700	36,400
Box Office Supervisor		43,300	45,400	47,700	50,100	52,600
Brake & Front End Specialist		41,400	43,500	45,700	48,000	50,400
Budget Analyst	Range		31,200		56,400	
Budget Manager	Range		48,000		121,200	
Budget Technician		30,600	32,100	33,700	35,400	37,200
Building & Safety Services Manager	Range		30,000		92,400	
Building Services Supervisor		42,700	44,800	47,100	49,500	51,900
Bus Air Conditioning Mechanic		37,600	39,400	41,400	43,500	45,700
Bus Air Conditioning Mechanic Leadworker		41,400	43,500	45,700	48,000	50,400
Bus Air Conditioning Mechanic Trainee		30,900	32,400	34,100	35,800	37,600
Bus Driver		31,400	32,800	34,200	35,800	37,400
Bus Equipment Attendant Leadworker		29,600	31,100	32,700	34,300	36,100
Bus Mechanic I		30,900	32,400	34,100	35,800	37,600
Bus Mechanic II		37,600	39,400	41,400	43,500	45,700
Bus Mechanic Leadworker		41,400	43,500	45,700	48,000	50,400
Buyer I		35,400	37,200	39,100	41,000	43,100
Buyer II		39,100	41,000	43,100	45,300	47,500
Cashier Clerk	Flat Rate	13,500				
Central Printing Clerk		22,800	23,900	25,100	26,400	27,700
Central Printing Supervisor		40,500	42,500	44,600	46,800	49,200
Central Printing Technician		27,000	28,400	29,800	31,300	32,800
Chandler Airport Superintendent	Range		30,000		92,400	
Chief Assistant City Attorney	Range		60,000		139,900	
Chief Engineering Inspector		56,700	59,500	62,500	65,700	68,900
Chief Engineering Technician		66,600	69,900	73,500	77,100	81,000
Chief Information Officer	Range		60,000		128,400	
Chief of Solid Waste Operations		59,100	62,000	65,100	68,400	71,800
Chief of Staff to the Mayor	Range		30,000		92,400	
Chief of Wastewater Environmental Services		56,300	59,100	62,100	65,200	68,500
Chief of Wastewater Facilities Maintenance		61,800	64,900	68,100	71,500	75,100
Chief of Wastewater Treatment Operations		62,500	65,600	68,900	72,400	76,000
Chief of Water Operations		63,500	66,700	70,100	73,500	77,200
Chief Police Pilot	Range		42,000		63,000	
Chief Surveyor		57,600	60,400	63,500	66,600	70,000
City Administrative Hearing Officer	Range		60,000		128,400	
City Attorney	Range		124,500		180,000	
City Clerk	Flat Rate	87,700				

SALARY LISTING BY JOB CLASS - Continued

Job Title		Step A	Step B	Step C	Step D	Step E
City Construction Engineer	Range		30,000		92,400	
City Design Engineer	Range		30,000		92,400	
City Manager	Range		124,500		180,000	
City Records Specialist		30,600	32,100	33,700	35,400	37,200
City Traffic Engineer	Range		30,000		92,400	
Claims Specialist		30,400	31,900	33,500	35,200	37,000
Code Enforcement Specialist		33,000	34,600	36,400	38,100	40,100
Collection System Maintenance Supervisor		49,300	51,800	54,400	57,100	60,000
Combination Welder II		37,600	39,400	41,400	43,500	45,700
Combination Welder Leadworker		41,400	43,500	45,700	48,000	50,400
Communications System Supervisor		46,400	48,800	51,200	53,800	56,500
Communications Technician I		37,300	39,200	41,200	43,200	45,400
Communications Technician II		41,200	43,200	45,400	47,700	50,100
Community Coordinator	Range		30,000		92,400	
Community Recreation Assistant		25,000	26,200	27,400	28,600	29,900
Community Recreation Supervisor I		42,700	44,800	47,100	49,500	51,900
Community Recreation Supervisor II		47,000	49,300	51,800	54,400	57,100
Community Sanitation Manager	Range		30,000		92,400	
Community Sanitation Supervisor I		52,000	54,600	57,400	60,200	63,300
Community Services Officer I		26,000	27,300	28,700	30,100	31,600
Community Services Officer II		28,700	30,100	31,600	33,200	34,900
Computer Operator I		25,600	26,800	28,000	29,200	30,700
Computer Operator II		28,400	29,800	31,300	32,900	34,500
Computer Operator III		31,300	32,900	34,500	36,200	38,000
Computer Systems Specialist I		36,700	38,500	40,500	42,500	44,600
Computer Systems Specialist II		43,500	45,700	48,000	50,400	52,900
Computer Systems Specialist III		49,100	51,600	54,100	56,800	59,700
Computer Systems Technician		24,400	25,600	26,900	28,200	29,600
Concrete Finisher	Flat Rate	52,600				
Construction Compliance Specialist		35,900	37,600	39,500	41,500	43,600
Construction Equipment Operator		53,000	51,300	42,600		
Contract Compliance Officer		43,600	45,800	48,100	50,500	53,000
Contract Compliance Specialist		35,900	37,600	39,500	41,500	43,600
Controller	Range		60,000		128,400	
Convention Center Director	Range		60,000		128,400	
Convention Center Leadworker		34,400	36,200	38,000	39,900	41,900
Convention Center Maintenance Supervisor		44,800	47,100	49,400	51,900	54,500
Convention Center Manager	Range		30,000		92,400	
Convention Center Marketing Assistant		30,000	31,500	33,000	34,700	36,400
Convention Center Marketing Coordinator		43,300	45,400	47,700	50,100	52,600
Convention Center Worker I		23,900	25,100	26,400	27,700	29,100
Convention Center Worker II		31,200	32,800	34,400	36,200	38,000
Council Assistant	Range		30,000		92,400	
Cross Connection Control Technician		34,700	36,500	38,300	40,200	42,300
Curator of Education		42,500	44,600	46,900	49,300	51,700
Custodial Supervisor		35,600	37,400	39,300	41,200	43,300
Custodian		23,100	24,100	25,300	26,400	27,700
Customer Services Clerk I		22,400	23,500	24,700	26,000	27,300
Customer Services Clerk II		24,700	26,000	27,300	28,600	30,000
Data Base Administrator		53,200	55,900	58,700	61,600	64,700
DBE/Small Business Coordinator		50,500	53,100	55,700	58,500	61,500

SALARY LISTING BY JOB CLASS - Continued

Job Title		Step A	Step B	Step C	Step D	Step E
Department Computer Specialist		30,000	31,500	33,000	34,700	36,400
Deputy City Attorney I	Range		31,200		56,400	
Deputy City Attorney II	Range		30,000		92,400	
Deputy City Attorney III	Range		30,000		92,400	
Deputy City Manager	Range		30,000		92,400	
Deputy Development Director-Inspection	Range		48,000		121,200	
Deputy Development Director-Planning	Range		48,000		121,200	
Deputy Mayor	Range		30,000		92,400	
Deputy Police Chief	Range		48,000		121,200	
Deputy Recreation Manager	Range		30,000		92,400	
Director of Development	Range		60,000		128,400	
Director of General Services	Range		60,000		128,400	
Director of Information Services	Range		60,000		128,400	
Director of Personnel Services	Range		60,000		128,400	
Director of Public Utilities	Range		60,000		128,400	
Director of Transportation	Range		60,000		128,400	
Drug Abuse Resistance Education (D.A.R.E.)	Flat Rate	36,400				
Economic Development Analyst	Range		30,000		92,400	
Economic Development Coordinator	Range		30,000		92,400	
Economic Development Director	Range		60,000		128,400	
Economic Development Manager	Range		60,000		128,400	
Education Liaison	Range		30,000		92,400	
Electrical Safety Consultant I		39,400	41,300	43,300	45,500	47,800
Electrical Safety Consultant II		41,300	43,300	45,500	47,800	50,200
Electrician	Flat Rate	54,500				
Electrician Supervisor I		54,500	57,300	60,100	63,200	66,300
Electronic Equipment Installer		30,000	31,600	33,100	34,800	36,600
Emergency Preparedness Officer		41,000	43,000	45,200	47,500	49,800
Emergency Services Communications Mgr.	Range		30,000		92,400	
Emergency Services Communications Sup.		46,000	48,300	50,800	53,300	56,000
Emergency Services Dispatcher I		31,100	32,400	33,900	35,600	37,100
Emergency Services Dispatcher II		33,500	35,200	37,000	38,800	40,700
Emergency Services Dispatcher III		37,700	39,500	41,600	43,600	45,800
Engineer I		41,100	43,200	45,300	47,600	49,900
Engineer II		47,900	50,300	52,800	55,400	58,200
Engineering Aide I		26,300	27,600	28,900	30,400	31,900
Engineering Aide II		30,500	32,100	33,600	35,300	37,100
Engineering Inspector I		40,100	42,200	44,200	46,400	48,800
Engineering Inspector II		44,000	46,200	48,500	50,900	53,500
Engineering Technician I		31,300	32,900	34,500	36,200	38,000
Engineering Technician II		35,300	37,100	39,000	40,900	42,900
Environmental & Safety Consultant I		39,400	41,300	43,300	45,500	47,800
Environmental & Safety Consultant II		41,300	43,300	45,500	47,800	50,200
Environmental Control Officer		39,500	41,500	43,500	45,700	48,000
Equipment Service Worker I		23,900	25,100	26,400	27,700	29,100
Equipment Service Worker II		28,000	29,400	30,900	32,400	34,100
Equipment Supervisor		49,500	51,900	54,500	57,300	60,100
Events Coordinator		39,800	41,800	43,900	46,100	48,400
Events Specialist		34,000	35,700	37,500	39,400	41,300
Executive Assistant to a Department Director	Range		36,200		56,400	
Executive Analyst to the Council	Range		30,000		92,400	

SALARY LISTING BY JOB CLASS - Continued

Job Title		Step A	Step B	Step C	Step D	Step E
Executive Assistant to the City Manager	Range		31,200		56,400	
Executive Secretary		36,400	38,200	40,100	42,100	44,200
Facilities Construction Specialist		41,500	43,600	45,800	48,000	50,400
Facilities Maintenance Supervisor		43,300	45,500	47,800	50,200	52,700
Facilities Manager	Range		30,000		92,400	
Fire Battalion Chief		80,900	84,600	88,500	91,800	94,800
Fire Bureau Chief			48,000		121,200	
Fire Captain		64,800	66,600	70,400	72,600	74,900
Fire Chief	Range		60,000		128,400	
Fire Equipment Mechanic I		30,900	32,400	34,100	35,800	37,600
Fire Equipment Mechanic II		37,600	39,400	41,400	43,500	45,700
Fire Equipment Mechanic Leadworker		41,400	43,500	45,700	48,000	50,400
Fire Prevention Engineer		59,600	62,500	65,700	69,000	72,400
Fire Prevention Inspector I		36,400	38,200	40,100	42,200	44,300
Fire Prevention Inspector II		42,300	44,400	46,600	49,000	51,400
Firefighter		48,800	51,300	54,000	56,600	59,200
Firefighter Recruit		43,900	43,900	43,900	43,900	43,900
Firefighter Specialist		58,300	60,200	62,100	64,500	67,000
Fleet Administration Supervisor		54,400	57,100	60,000	63,000	66,100
Fleet Manager	Range		30,000		92,400	
Fleet Operations Specialist		38,300	40,200	42,200	44,300	46,500
Forestry Supervisor I		42,700	44,800	47,100	49,500	51,900
Forestry Supervisor II		47,000	49,300	51,800	54,400	57,100
Grant Writer	Range		30,000		92,400	
Heavy Equipment Mechanic I		30,900	32,400	34,100	35,800	37,600
Heavy Equipment Mechanic II		37,600	39,400	41,400	43,500	45,700
Heavy Equipment Mechanic Leadworker		41,400	43,500	45,700	48,000	50,400
Heavy Equipment Operator		36,500	38,300	40,200	42,200	44,300
Helicopter Mechanic		37,600	39,400	41,400	43,500	45,700
Helicopter Mechanic Leadworker		41,400	43,500	45,700	48,000	50,400
Housing & Neighborhood Revitalization Mgr.	Range		30,000		92,400	
Housing Development Supervisor		52,000	54,600	57,300	60,200	63,200
Housing Program Supervisor		53,900	56,600	59,400	62,400	65,500
Human Resources Analyst		41,000	43,000	45,200	47,500	49,800
Human Resources Manager	Range		30,000		92,400	
Human Resources Records Supervisor		43,800	46,000	48,300	50,700	53,300
Human Resources Technician		29,900	31,400	33,000	34,700	36,400
Identification Technician I		34,200	36,000	37,800	39,700	41,700
Identification Technician II		37,800	39,700	41,700	43,800	45,900
Identification Technician III		39,700	41,700	43,800	45,900	48,200
Industrial Waste Inspector		33,600	35,200	37,000	38,900	40,700
Industrial/Commercial Water Conservation Rep.		39,500	41,500	43,500	45,700	48,000
Information Services Aide	Hourly		10,700		45,800	
Information Services Manager	Range		30,000		92,400	
Information Services Supervisor		63,700	66,900	70,200	73,800	77,500
Inorganic Chemist		40,100	42,100	44,200	46,400	48,800
Instrumentation Specialist		41,400	43,500	45,700	48,000	50,400
Instrumentation Technician		36,700	38,500	40,500	42,500	44,600
Internal Auditor	Range		31,200		56,400	
Investment Officer		54,400	57,100	60,000	63,000	66,100
Irrigation Specialist		32,300	33,900	35,600	37,400	39,300

SALARY LISTING BY JOB CLASS - Continued

Job Title		Step A	Step B	Step C	Step D	Step E
Labor Relations Manager	Range		30,000		92,400	
Labor Relations Secretary	Range		31,200		56,400	
Labor Relations Specialist		42,900	45,100	47,300	49,700	52,200
Laboratory Assistant		27,100	28,500	29,900	31,400	33,000
Laboratory Supervisor		51,200	53,700	56,400	59,300	62,200
Laboratory Technician I		33,000	34,600	36,400	38,200	40,100
Laboratory Technician II		36,400	38,200	40,100	42,100	44,200
Laborer		24,300	25,400	26,600	27,800	29,100
Land Surveyor		50,500	53,000	55,700	58,500	61,400
Landscape Water Conservation Specialist		38,600	40,500	42,500	44,700	46,900
Law Office Supervisor	Range		30,000		92,400	
Legal Assistant		36,400	38,200	40,100	42,100	44,200
Legal Secretary I		29,800	31,300	32,800	34,500	36,200
Legal Secretary II		33,100	34,700	36,500	38,300	40,200
License Representative		31,500	33,000	34,700	36,400	38,200
Lifeguard	Flat Rate	16,700				
Light Equipment Mechanic I		30,900	32,400	34,100	35,800	37,600
Light Equipment Mechanic II		37,600	39,400	41,400	43,500	45,700
Light Equipment Mechanic Leadworker		41,400	43,500	45,700	48,000	50,400
Light Equipment Operator		33,100	34,700	36,500	38,300	40,200
LIMS Administrator		43,500	45,700	48,000	50,400	52,900
Locksmith		31,200	32,800	34,400	36,200	38,000
Mail Operations Technician		25,100	26,400	27,700	29,100	30,600
Maintenance & Construction Worker		30,000	31,500	33,100	34,700	36,500
Maintenance & Service Worker		22,200	23,300	24,500	25,700	27,000
Maintenance Carpenter I		34,400	36,100	37,900	39,800	41,800
Maintenance Carpenter II		37,900	39,800	41,800	43,900	46,100
Management Analyst I		33,200	34,900	36,600	38,400	40,400
Management Analyst II		41,000	43,000	45,200	47,500	49,800
Management Analyst III	Range		30,000		92,400	
Mini Bus Operator		24,400	25,600	26,900	28,300	29,700
Municipal Facilities Booking Clerk		32,400	34,000	35,700	37,500	39,400
Neighborhood Services Representative I		25,000	26,200	27,400	28,600	29,900
Neighborhood Services Specialist I		36,400	38,200	40,100	42,200	44,300
Neighborhood Services Specialist II		42,300	44,400	46,600	49,000	51,400
Neighborhood Standards Specialist I		34,000	35,700	37,500	39,400	41,300
Neighborhood Standards Specialist II		40,500	42,500	44,700	46,900	49,300
Network Systems Specialist		49,100	51,600	54,100	56,800	59,700
Noise Abatement Manager	Range		30,000		88,800	
Offset Equipment Operator		27,000	28,400	29,800	31,300	32,800
Ombudsperson	Range		30,000		92,400	
Operations and Events Supervisor		45,800	48,100	50,500	53,000	55,700
Organization Development & Training Manager	Range		30,000		92,400	
Painter	Flat Rate	47,900				
Paratransit Specialist		30,000	31,500	33,000	34,700	36,400
Park Equipment Mechanic II		34,100	35,800	37,600	39,400	41,400
Park Equipment Mechanic Leadworker		37,600	39,400	41,400	43,500	45,700
Parking Controller I		21,900	22,900	24,000	25,000	26,200
Parking Controller II		24,000	25,200	26,300	27,500	28,800
Parking Controller III		26,300	27,500	28,800	30,100	31,500
Parking Meter Attendant I		24,900	26,100	27,400	28,800	30,200

SALARY LISTING BY JOB CLASS - Continued

Job Title		Step A	Step B	Step C	Step D	Step E
Parking Meter Attendant II		27,400	28,800	30,200	31,700	33,300
Parking Meter Attendant III		30,200	31,700	33,300	35,000	36,800
Parking Supervisor		31,200	32,700	34,300	36,100	37,900
Parks Maintenance Leadworker		32,300	33,900	35,600	37,400	39,300
Parks Maintenance Worker I		25,300	26,600	27,900	29,300	30,800
Parks Maintenance Worker II		29,300	30,800	32,300	33,900	35,600
Parks Manager	Range		30,000		92,400	
Parks Planning Coordinator		47,500	49,900	52,400	55,000	57,800
Parks Supervisor I		42,700	44,800	47,100	49,500	51,900
Parks Supervisor II		47,000	49,300	51,800	54,400	57,100
Parks, Recreation & Community Services Dir.	Range		60,000		128,400	
Planner I		35,700	37,400	39,300	41,300	43,400
Planner II		42,200	44,600	46,900	49,200	51,700
Planner III		50,400	52,900	55,600	58,400	61,300
Planning Illustrator I		33,500	35,200	37,000	38,800	40,700
Planning Illustrator II		37,300	39,200	41,100	43,200	45,300
Planning Manager	Range		30,000		92,400	
Plans Examiner I		35,600	37,400	39,300	41,200	43,300
Plans Examiner II		41,300	43,300	45,500	47,800	50,200
Plans Examiner III		45,500	47,800	50,200	52,700	55,300
Plumbing & Mechanical Consultant I		39,400	41,300	43,300	45,500	47,800
Plumbing & Mechanical Consultant II		41,300	43,300	45,500	47,800	50,200
Police Cadet I	Flat Rate	20,600				
Police Cadet II	Range		26,000		29,800	
Police Captain		90,500	95,000	99,800	104,800	110,000
Police Chief	Range		60,000		139,900	
Police Data Processing Supervisor		58,800	61,700	64,800	68,100	71,500
Police Data Transcriptionist		27,700	29,100	30,600	32,100	33,700
Police Lieutenant		78,600	82,500	86,700	91,000	95,500
Police Officer		53,500	55,800	58,400	61,000	63,000
Police Officer Recruit		46,300	48,600	48,600	48,600	48,600
Police Pilot	Hourly		41,600		49,900	
Police Sergeant		65,600	67,400	71,500	73,500	75,900
Police Specialist		53,500	55,800	58,400	61,000	63,000
Police Technical Services Manager	Range		30,000		92,400	
Pool Attendant	Flat Rate	10,700				
Pool Supervisor	Flat Rate	20,300				
Power Generation Operator/Mechanic		37,600	39,500	41,500	43,600	45,800
Power Generation System Supervisor		56,200	59,000	61,900	65,000	68,300
Principal Account Clerk		30,000	31,600	33,100	34,800	36,600
Principal Accountant		56,000	58,800	61,800	64,900	68,100
Principal Budget Analyst	Range		30,000		92,400	
Principal Internal Auditor	Range		30,000		92,400	
Professional Engineer		61,500	64,500	67,800	71,200	74,700
Programmer/Analyst I		36,700	38,500	40,500	42,500	44,600
Programmer/Analyst II		43,500	45,700	48,000	50,400	52,900
Programmer/Analyst III		49,100	51,600	54,100	56,800	59,700
Programmer/Analyst IV		52,800	55,400	58,200	61,100	64,200
Project Manager		56,800	59,700	62,700	65,800	69,100
Property & Evidence Technician		31,700	33,300	35,000	36,800	38,600
Property Maintenance Leadworker		34,400	36,200	38,000	39,900	41,900

SALARY LISTING BY JOB CLASS - Continued

Job Title		Step A	Step B	Step C	Step D	Step E
Property Maintenance Worker I		28,300	29,700	31,200	32,800	34,400
Property Maintenance Worker II		31,200	32,800	34,400	36,200	38,000
Public Affairs Officer	Range		30,000		92,400	
Public Works Administrative Division Manager	Range		30,000		92,400	
Public Works Director	Range		60,000		128,400	
Public Works Manager	Range		30,000		92,400	
Purchasing Manager	Range		30,000		92,400	
Radio Dispatcher		26,400	27,600	28,900	30,300	31,600
Rangemaster/Armorer		39,700	41,700	43,800	45,900	48,200
Real Estate Agent I		37,500	39,400	41,300	43,300	45,600
Real Estate Agent II		48,800	51,100	53,700	56,300	59,200
Real Estate Finance Specialist I		32,400	34,000	35,700	37,500	39,400
Real Estate Finance Specialist II		37,200	39,000	41,000	43,100	45,200
Real Estate Finance Supervisor		51,900	54,500	57,200	60,100	63,100
Records Manager	Range		30,000		92,400	
Records Supervisor		43,800	46,000	48,300	50,700	53,300
Recreation Leader		17,800	18,700	19,600	20,600	21,600
Recreation Manager	Range		30,000		92,400	
Recreation Specialist		30,700	32,200	33,800	35,500	37,300
Recycling Coordinator		42,600	44,700	46,900	49,300	51,800
Redevelopment Administrator	Range		48,000		121,200	
Redevelopment Planning Supervisor		51,600	54,200	57,000	59,800	62,800
Redevelopment Project Planner		45,000	47,300	49,600	52,100	54,700
Retirement Administrator	Range		48,000		121,200	
Revenue Manager	Range		30,000		92,400	
Revenue Supervisor		40,000	42,100	44,200	46,300	48,700
Risk Analyst		45,600	47,900	50,300	52,800	55,400
Risk/Safety Manager	Range		30,000		92,400	
Roofer		31,200	32,800	34,400	36,200	38,000
Safety Specialist		31,300	32,900	34,500	36,200	38,100
Secretary		27,700	29,100	30,600	32,100	33,700
Senior Account Clerk		27,300	28,600	30,000	31,600	33,100
Senior Accountant-Auditor		46,300	48,600	51,100	53,600	56,300
Senior Administrative Clerk		25,100	26,400	27,700	29,100	30,600
Senior Budget Analyst	Range		30,000		92,400	
Senior Building Inspector		51,500	54,100	56,800	57,700	62,700
Senior Buyer		43,100	45,300	47,500	49,900	52,400
Senior Communications Technician		45,400	47,700	50,100	52,600	55,200
Senior Community Services Officer		30,900	32,500	34,100	35,800	37,600
Senior Custodian		24,300	25,500	26,800	28,100	29,500
Senior Customer Services Clerk		27,300	28,600	30,000	31,600	33,100
Senior Deputy City Attorney	Range		48,000		121,200	
Senior Electrical Safety Consultant		51,500	54,100	56,800	59,700	62,700
Senior Engineering Inspector		51,500	54,100	56,800	59,700	62,700
Senior Engineering Technician		41,100	43,200	45,300	47,600	49,900
Senior Environmental & Safety Consultant		51,500	54,100	56,800	59,700	62,700
Senior Fire Prevention Inspector		47,600	49,900	52,400	55,000	57,800
Senior Heavy Equipment Operator		46,200	48,600	51,000	53,500	56,200
Senior Human Resources/Risk Analyst	Range		30,000		92,400	
Senior Human Resources Technician		32,400	34,000	35,700	37,500	39,400
Senior Laboratory Technician		40,100	42,100	44,200	46,400	48,800

SALARY LISTING BY JOB CLASS - Continued

Job Title		Step A	Step B	Step C	Step D	Step E
Senior Lifeguard	Flat Rate	14,200				
Senior Neighborhood Services Specialist		47,600	49,900	52,400	55,000	57,800
Senior Neighborhood Standards Specialist		42,500	44,700	46,900	49,200	51,700
Senior Network Systems Specialist		52,800	55,400	58,200	61,100	64,200
Senior Offset Equipment Operator		29,800	31,300	32,800	34,500	36,200
Senior Plumbing & Mechanical Consultant		51,500	54,100	56,800	59,700	62,700
Senior Property & Evidence Technician		35,000	36,800	38,600	40,500	42,600
Senior Real Estate Agent		55,200	58,000	60,900	63,900	67,100
Senior Real Estate Finance Specialist		41,000	43,100	45,200	47,500	49,900
Senior Records Clerk		26,400	27,700	29,100	30,600	32,100
Senior Secretary		30,600	32,100	33,700	35,400	37,200
Senior Stage Technician		34,400	36,200	38,000	39,900	41,900
Senior Storeskeeper		31,700	33,300	35,000	36,800	38,600
Senior Waste Container Maintenance Worker		33,700	35,400	37,100	39,000	40,900
Senior Wastewater Treatment Plant Operator		42,200	44,300	46,500	48,900	51,300
Senior Water Systems Telemetry & Distributed		52,800	55,400	57,800	61,100	64,200
Senior Water Treatment Operator		34,700	36,400	38,200	40,200	42,200
Senior Zoo Keeper		29,700	31,200	32,700	34,400	36,100
Service Worker I	Flat Rate	10,700				
Service Worker II	Flat Rate	11,600				
Services Aide	Hourly		12,000		31,200	
Sewer Leadworker		31,500	33,100	34,800	36,500	38,300
Sewer Maintenance Manager	Range		30,000		92,400	
Sewer Worker II		28,600	30,000	31,500	33,100	34,800
Solid Waste Bin Inspector		30,400	31,700	33,100	34,700	36,200
Solid Waste Management Supervisor I		47,800	50,200	52,700	55,300	58,100
Solid Waste Manager	Range		30,000		92,400	
Solid Waste Safety & Training Specialist		34,300	36,000	37,800	39,700	41,700
Special Guard		24,500	25,800	27,000	28,400	29,800
Sports Official			\$6.00 - \$50.00 Per Game			
Staff Assistant		30,000	31,500	33,000	34,700	36,400
Stage Technician		31,200	32,800	34,400	36,200	38,000
Storeskeeper		28,800	30,200	31,700	33,300	35,000
Street Maintenance Leadworker		33,100	34,700	36,500	38,300	40,200
Street Maintenance Manager	Range		30,000		92,400	
Street Maintenance Supervisor I		59,600	62,500	65,700	69,000	72,400
Street Sweeper Lead Operator		34,400	36,100	37,900	39,800	41,800
Street Sweeper Operator II		31,200	32,700	34,400	36,100	37,900
Streetlight & Traffic Signal Supervisor		46,500	48,800	51,300	53,800	56,500
Student Aide I	Flat Rate	10,700				
Student Aide II	Flat Rate	14,500				
Supervising Buyer		49,200	51,700	54,300	57,000	59,800
Supervising Engineering Technician		58,500	61,500	64,500	67,800	71,200
Supervising Environmental Control Officer		51,200	53,700	56,400	59,300	62,200
Supervising Fire Prevention Inspector		54,000	56,700	59,600	62,500	65,700
Supervising Identification Technician		45,000	47,200	49,600	52,100	54,700
Supervising Planner		55,500	58,300	61,200	64,200	67,400
Supervising Professional Engineer		69,900	73,500	77,100	81,000	85,100
Supervising Real Estate Agent		60,700	63,800	67,000	70,300	73,800
Survey Party Chief		46,200	48,500	50,900	53,500	56,200
Survey Party Technician		35,300	37,100	39,000	40,900	42,900

SALARY LISTING BY JOB CLASS - Continued

Job Title	Step A	Step B	Step C	Step D	Step E
Systems Programmer I	41,800	43,900	46,100	48,500	50,900
Systems Programmer II	53,400	56,100	58,900	61,900	65,000
Systems Security Administrator	53,200	55,900	58,700	61,600	64,700
Telecommunications Systems Specialist	41,000	43,100	45,200	47,500	49,900
Tire Maintenance & Repair Technician	30,300	31,800	33,400	35,100	36,800
Tire Maintenance Worker	27,700	29,100	30,600	32,100	33,700
Traffic Engineering Assistant	51,600	54,200	56,900	59,700	62,700
Traffic Maintenance Leadworker	33,300	35,000	36,700	38,600	40,500
Traffic Maintenance Supervisor	40,200	42,300	44,400	46,600	48,900
Traffic Maintenance Worker I	27,400	28,800	30,300	31,800	33,400
Traffic Maintenance Worker II	30,200	31,700	33,300	35,000	36,700
Training Officer	Range	30,000		92,400	
Transit General Manager	Range	48,000		121,200	
Transit Maintenance Manager	Range	30,000		92,400	
Transit Operations Manager	Range	30,000		92,400	
Transit Supervisor	42,700	44,800	47,100	49,500	51,900
Transit Supervisor II	47,000	49,300	51,800	54,400	57,100
Transit Surveyor	22,400	23,500	24,700	26,000	27,300
Treasury Officer	56,000	58,800	61,800	64,900	68,100
Tree Program Specialist	38,600	40,500	42,500	44,700	46,900
Tree Trimmer Leadworker	34,700	36,500	38,300	40,200	42,200
Upholsterer	26,900	28,200	29,600	31,100	32,700
Utility Leadworker	30,000	31,400	32,900	34,400	36,100
Utility Service Representative I	26,500	27,800	29,200	30,700	32,200
Utility Service Representative II	29,200	30,700	32,200	33,800	35,500
Utility Service Representative III	32,200	33,800	35,500	37,300	39,200
Veterinary Technician	29,100	30,500	32,100	33,700	35,400
Waste Collector II	26,800	28,200	29,600	31,100	32,600
Waste Collector Leadworker	31,100	32,600	34,300	36,000	37,800
Waste Container Maintenance Assistant	26,400	27,700	29,100	30,600	32,100
Waste Container Maintenance Worker	31,100	32,600	34,300	36,000	37,800
Wastewater Distributor	26,700	28,000	29,400	30,900	32,500
Wastewater Lead Distributor	31,800	33,400	35,000	36,800	38,600
Wastewater Manager	Range	30,000		92,400	
Wastewater Reclamation Coordinator	40,500	42,500	44,700	46,900	49,300
Wastewater Treatment Maintenance	51,400	53,900	56,600	59,500	62,400
Wastewater Treatment Operations Supervisor	48,400	50,800	53,400	56,100	58,800
Wastewater Treatment Plant Lead Mechanic	37,600	39,500	41,500	43,600	45,800
Wastewater Treatment Plant Mechanic I	27,900	29,100	30,500	31,900	33,500
Wastewater Treatment Plant Mechanic II	35,100	36,900	38,700	40,600	42,700
Wastewater Treatment Plant Operator I	30,700	32,300	33,900	35,600	37,300
Wastewater Treatment Plant Operator II	35,500	37,300	39,200	41,100	43,200
Wastewater Treatment Plant	26,700	28,000	29,400	30,900	32,500
Water Conservation Representative	26,200	27,400	28,600	30,100	31,500
Water Conservation Supervisor	51,400	53,900	56,600	59,500	62,400
Water Distribution Supervisor I	54,600	57,300	60,200	63,200	66,400
Water Education Coordinator	39,500	41,500	43,500	45,700	48,000
Water Production Supervisor I	49,900	52,400	55,000	57,800	60,600
Water System Manager	Range	30,000		92,400	
Water System Operator I	30,000	31,500	33,100	34,800	36,500
Water System Operator II	34,700	36,400	38,200	40,200	42,200

SALARY LISTING BY JOB CLASS - Continued

Job Title	Step A	Step B	Step C	Step D	Step E
Water System Operator III	45,300	47,600	50,000	52,500	55,200
Water System Supervisor I	51,400	53,900	56,600	59,500	62,400
Water System Supervisor II	56,100	58,800	61,800	64,900	68,100
Water Systems Telemetry & Distributed Control Spec.	43,500	45,700	48,000	50,400	52,900
Water Systems Telemetry & Distributed Control Tech.	39,500	41,400	43,500	45,700	48,000
Water Treatment Operations Supervisor	51,400	53,900	56,600	59,500	62,400
Water Treatment Operator	46,700	49,100	51,500	54,100	56,800
Zoo Keeper	26,900	28,300	29,700	31,200	32,800
Zoo Manager	Range	48,000		121,200	
Zoo Supervisor		42,700	44,800	47,100	49,500
Zoo Veterinarian		58,800	61,800	64,900	68,100

GLOSSARY OF TERMS

Beginning Balance — The amount of money the City anticipated to have on July 1, 2003, to begin fiscal year 2003-2004.

Capital Budget — Major Capital Improvement projects, including the construction of new streets, sewer lines, fire stations, or the development of a new park. These are one-time expenditures.

Capital Projects — Funds that are used for Major Capital Improvement Projects (see Capital Budget).

Charges for Services — Monies the City receives as payment for services provided, such as sewer, solid waste, water, and building permits.

Enterprise Funds — Funds generated from user charges that support City services for which they were collected; such as water, sewer, and solid waste that are operated like a private business.

Federal, State, Fresno County — Monies the City expects to receive from these government entities.

Full Time Equivalent (FTE) — The portion of the year that a position is authorized. For example, a position authorized from July 1 through June 30 would equal 1.0 full-time equivalent or one position for the entire fiscal year.

FY 2001 Actual — The actual revenues received and expenses incurred for fiscal year ending June 30, 2001.

FY 2002 Actual — The actual revenues received and expenses incurred for fiscal year ending June 30, 2002.

FY 2003 Adopted — The City Budget for fiscal year ending June 30, 2003.

FY 2004 Proposed — The City Budget for the period July 1, 2003, through June 30, 2004.

General City Purpose — Operating expenses that are Citywide and/or interdepartmental in nature, such as funds for the Pension Obligation Bonds, a General Fund contingency, and election expenses. These are budgeted in The General City Purpose Department

General Fund — Monies from local property and sales taxes, and other revenue sources, that pay for City services, such as Police; Fire; Public Works; Elected Offices; City Manager; City Clerk; and Parks, Recreation, and Community Services.

General Fund--Support — The amount of General Fund monies needed to support a department beyond the amount of revenue generated by the department.

General Fund--Fees and Charges — Revenue generated by charging for services provided by a General Fund department, such as park admissions, downtown mall maintenance, false alarm fees, licenses and permits issued by a department.

General Fund--Intergovernmental — Revenues received from other governments in the form of grants, allocations, entitlements, and shared revenues which are not charges or costs of City services or loan repayments. These revenues may also be listed in the Department Summaries of this document as coming from the named government entity; i.e. CDBG, Clovis Unified School District, Landscape Maintenance District, Measure "C", etc.

General Fund--Intragovernmental — Revenue generated by services provided by a General Fund department to another City department. For example, the Fresno Convention Center pays the Parks Division for grounds maintenance.

General Fund--Other — Miscellaneous revenue generated by a General Fund department; including private donations, disposal of assets, sales of lost or unclaimed property, refunds, and credits or refunds for returned equipment.

General Government — The administrative departments of the City, including the Mayor's office, the City Council; the City Manager's, City Clerk's, and the General City Purpose Department.

General Use Budget — The total amount the City spends at its discretion for services.

Interfund Transfer & Interdepartmental Charges — Interfund transfers are monies that are transferred from one fund to another fund as an accounting procedure. Interdepartmental charges are costs for services one City department provides another City department (see Intragovernmental Fund). These procedures result in a double counting of the same dollar which is budgeted in two places. By subtracting transfer and charge amounts, a dollar is then only counted once.

Intragovernmental Funds (Internal Service Fund) — Funds for City services performed by one City department for another City department, such as City vehicle maintenance.

Local Taxes — Monies the City receives from taxes levied and/or collected locally, including property taxes and sales taxes.

Operating Budget — City services and activities conducted yearly, such as police and fire protection and solid waste collection.

Other Revenue — Monies not included in the above categories, including interest, private donations, and the sale of assets and other miscellaneous revenue.

Resources — The total amount of money the City expects during the year to pay for services and capital projects.

Special Assessments — Funds generated through the formation of an assessment district to provide public improvements such as street construction and flood control.

Special Revenue — Funds from General Revenue Sharing, Community Development Block Grant, Gas Tax, and other federal and state funds granted for specific community programs such as pedestrian and bicycle facilities, parks development, and housing development and rehabilitation.

Trust and Agency — Funds that are held in trust by the City and whose use is restricted to the specific purpose for which the funds were received such as Urban Growth Management (UGM) area capital improvement, Woodward Park Legacy, and Conference Center Debt Service.

Urban Growth Management — Fees paid by developer to cover the cost of City infrastructure required to support development.

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